

Resourcing Strategy 2017

Supporting the 2017–2027 Community Strategic Plan



Council values and statements

What we value

‘Living and Loving the Tweed’

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

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

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

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

Vision

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

Mission

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

Statement of acknowledgement of the Bundjalung Aboriginal Nation

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

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Introduction

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

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

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

Background – Legislative Framework

The Integrated Planning and Reporting Framework requires that Council prepare:

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

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

Community Engagement Strategy



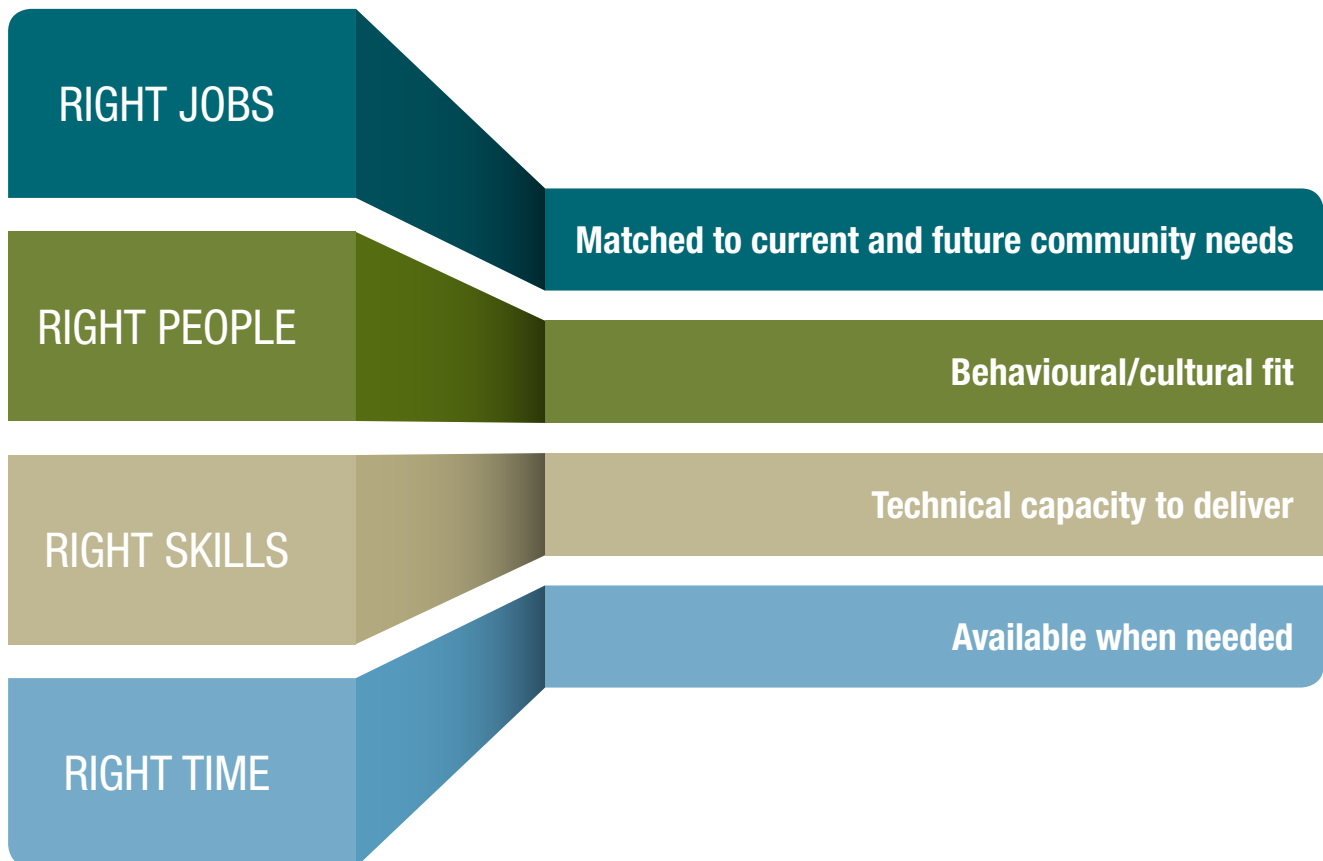
Section 1: Workforce Management Plan 2017–2021



What is a workforce management plan?

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

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



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

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

In order to address these challenges Council must:

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

Key themes of Council's Workforce Management Plan

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



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

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

Sub-stream 4.2: *Support Services*

The goal being to:

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

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

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

1

Establish Council as an employer of choice

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

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

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

Their responses included:

People are amazing

Good teamwork

Friendly culture

Working conditions

Seems more people at the top care

Lots of professions

Helping the community on the ground

Good training opportunities

Treated well and opportunities are provided

Teams are passionate about what they do

Working for the community – putting back in

Establish Council as an employer of choice

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

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

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

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

Strategies/actions

We need to:

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

Targets

We aim to:

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

*White Ribbon Accreditation recognises organisations for:

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

2

Provide professional learning and development opportunities for all staff

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

Provide professional learning and development opportunities for all staff

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

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

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

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

Strategies/actions

We need to:

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

Targets

We aim to:

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

3

Prioritise staff safety, health and wellbeing

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

Prioritise staff safety, health and wellbeing

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

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

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

Strategies/actions

We need to:

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

Targets

We aim to:

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

4

Strengthen workplace diversity

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

Indigenous employment

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

Women employees

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

Youth employment

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

Ageing workforce

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

Strengthen workplace diversity

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

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

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

Strategies/actions

We need to:

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

Targets

We aim to:

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

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

5

Plan for our future workforce

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

Plan for our future workforce

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

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

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

Strategies/actions

We need to:

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

Targets

We aim to:

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

Supporting the Workforce Management Plan

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

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

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

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

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

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

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

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

Celebrating our successes: Recognising our achievements

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

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

Smarter ways of working

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

Innovation

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

Working collaboratively

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

Customer Service

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

Sustainability

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

Caring, Committed and Cooperative

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

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

Service & Productivity *Excellence*



TWEED
SHIRE COUNCIL

What we value

Living and loving the Tweed.

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

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

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

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Section 2: Asset Management Planning

Introduction

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

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

Asset Management

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

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

Asset Management issues

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

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

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

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

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

Asset Management – current and future condition

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

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

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

Asset condition scoring scale level

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

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

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

2017 flood: impact on Tweed Shire Council planning

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

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

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

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

Asset category information

Stormwater drainage

Quantity

Stormwater drainage quantities

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

Value (as at 30 June 2015)

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

Condition level (as at May 2015)

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

Long-term Financial Plan Funding

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

*Denotes maintenance requirements included as part of capital

Long term system/network condition

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

Transport (roads, bridges, kerb and gutter pathways)

Quantity

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

Value (as at 30 June 2015)

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

Condition level (as at May 2015)

Roads – sealed

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

Bridges

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

Condition level (as at May 2015) (continued)

Kerb and gutter

Condition rating	% of Network
1	59.0%
2	24.1%
3	8.8%
4	6.3%
5	1.8%

Pathways

Condition rating	% of Network
1	59.0%
2	6.7%
3	21.5%
4	11.5%
5	1.2%

Long-term Financial Plan Funding

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

Long term system/network condition

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

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

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

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

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

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

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

Long-term financial projections

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

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

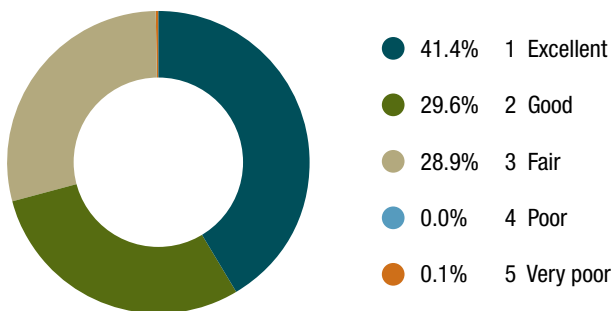
Council is committed to responsible financial management in a constantly changing environment. In order for Council to make responsible financial decisions, it is imperative to understand and plan for the future to ensure there is adequate funding available to properly manage Council's assets in accordance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

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

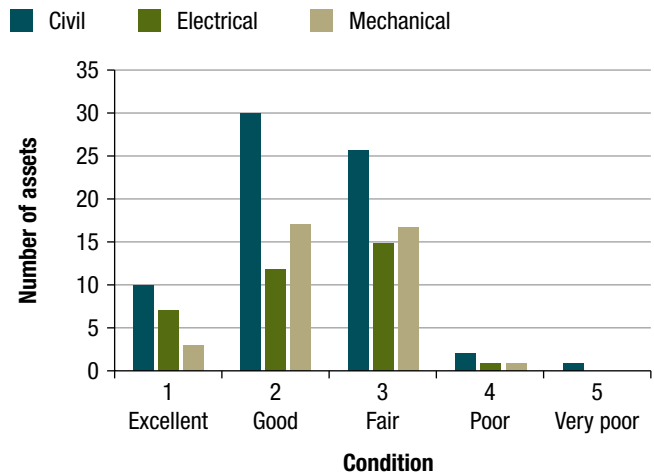
Water and sewerage

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

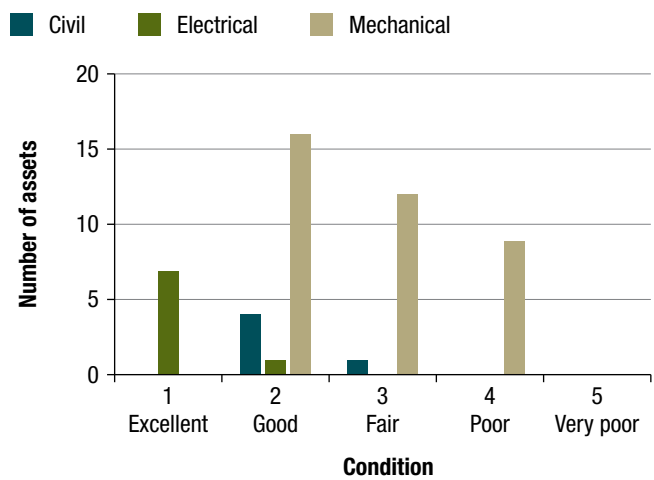
Water pipeline condition profile (by % of total length)



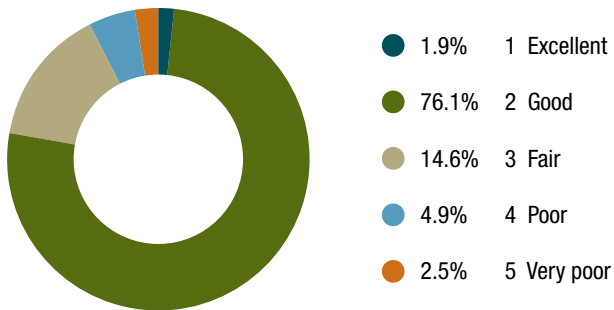
Sewer pumping stations overall condition profile



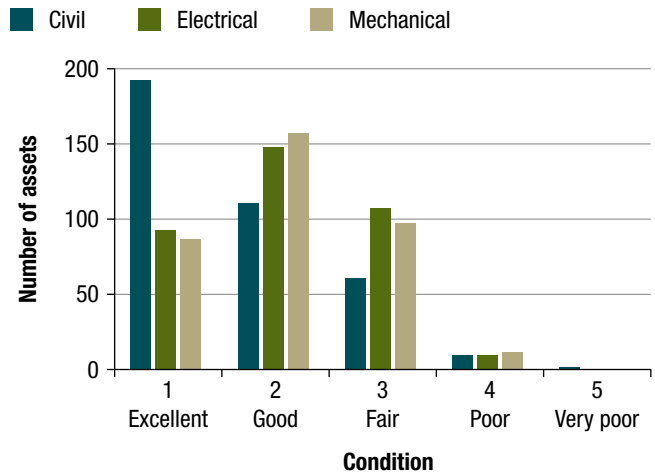
Water reservoirs overall condition profile



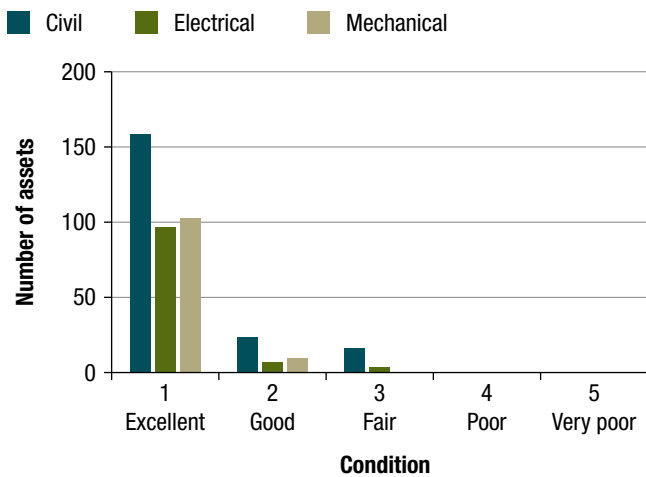
Sewer treatment plants overall condition profile



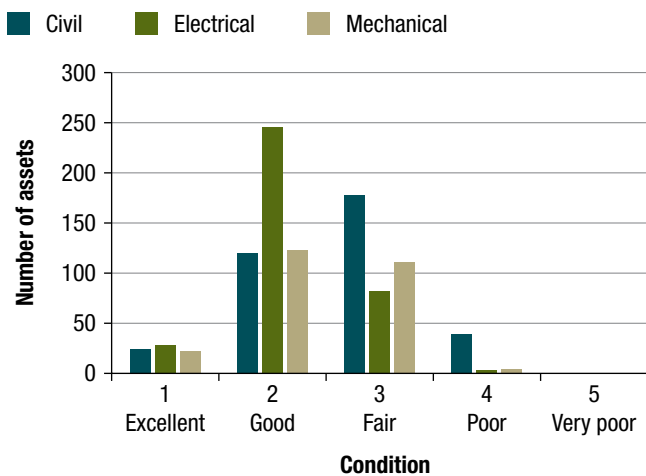
Sewer treatment plants overall condition profile



Sewer pipeline condition profile by % of total



Sewer pumping stations overall condition profile



Section 3: Long-term Financial Plan

Introduction

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

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

Long-term Financial Plan structure and format

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

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

Income Statement

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

Balance Sheet

Discloses the assets, liabilities and equity of Council.

Cash Flow Statement

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

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

Financial goals – consolidated

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

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

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

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

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

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

Fit for the Future – General Fund

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

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

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

The financial criteria are:

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

Assumption and estimates

The following assumptions and estimates have been adopted as a **general guide** in formulating the Long-term Financial Plan. Specific items may have different treatments:

Global

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

Income Statement – Revenue

Rates and Annual Charges	<p>Rate pegging (set by IPART) at 1.5%, plus 3.1% growth in assessable properties for year 1 (2017/18); 2% rate pegging plus 0.5% growth for years 2 to 10.</p> <p>Water Access Charges are predicted to increase between \$3.05 and \$3.60 for each of the 10 years.</p> <p>Sewer Access Charges are predicted to increase between \$14.80 and \$17.45 for each of the 10 years.</p> <p>Domestic Waste Management charges are based on the reasonable costs calculations as required by legislation.</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 approximately 5c/kl to 6c/kl per annum for each of the 10 years.</p> <p>Other fees and charges to increase by 5% per annum.</p>
Interest received	Interest on investments estimated at 3.0%.
Other revenues	Other revenues to increase by 5% per annum.
Operating Grants and Contributions	<p>Financial Assistance Grant to increase 1% per annum.</p> <p>Pensioner Rate Subsidies have decreased in year 1 (2017/18) due to doubt surrounding the Federal Government's 5% contributions to the subsidies, year 2 to 10 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 have variable increase approximating 3% per annum.</p> <p>Projects funded from Section 94 plans will commence only when the relevant plan/s have accumulated sufficient funds. The projection of Section 94 receipts is highly uncertain due to the unpredictable timing of developments.</p> <p>Section 64 fees are based on predicted population increases used in the calculation of Developer Services Plan charges.</p>

Income Statement – Expenditure

Employee benefits and on-costs	Employee costs to increase by an estimated 2.75% per annum. Award increases for the next few years are not known at this time.										
Borrowing Costs	Interest rate for new borrowings predicted to be 6%. Repayments of interest and principal of existing loans are known from current loan repayment schedules. The proposed borrowings program provides for annual borrowings of approximately: <table border="1" data-bbox="718 604 1197 817"> <thead> <tr> <th>General</th> <th>Annual</th> </tr> </thead> <tbody> <tr> <td>Public Toilets</td> <td>\$100,000</td> </tr> <tr> <td>Bridges</td> <td>\$776,000</td> </tr> <tr> <td>Drainage</td> <td>\$1,100,000</td> </tr> <tr> <td>Flood Mitigation</td> <td>\$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	Materials, contracts, and other costs to increase by 2.75% per annum based on recent CPI.										
Plant Hire (Council's own fleet)	Costs to increase by 2.75% per annum.										
Depreciation and Amortisation	Depreciation expense has been calculated based on expected acquisitions and useful lives.										
Other Expenses	Other expenses to increase by 2% per annum.										

Balance Sheet – Assets

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

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

Commentary on projections

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

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

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

Unrestricted current ratio (attachment 17)

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

Debt service ratio (attachment 22)

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

Sensitivity analysis (modelling scenarios) (attachment 19)

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

Attachments – planned scenario

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

Attachment 1 – Income Statement – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	106,898	110,118	113,433	116,864	120,362	123,952	127,651	131,443	135,334	139,358
User Charges & Fees	42,491	44,149	45,867	47,646	49,489	51,399	53,377	55,420	57,537	59,731
Interest Received	9,084	9,512	10,049	10,721	10,895	10,798	10,276	10,381	10,847	11,476
Other Operating Revenues	2,652	2,762	2,878	2,998	3,124	3,256	3,393	3,536	3,696	3,863
Operating Grants & Contributions	17,582	17,964	17,555	17,814	18,080	18,350	18,627	18,911	19,202	19,431
Capital Grants & Contributions	17,149	17,704	18,370	19,033	18,839	19,125	19,717	19,937	20,252	21,213
	195,856	202,209	208,151	215,076	220,789	226,880	233,041	239,629	246,867	255,071
Expenditure										
Employee Costs	54,269	55,476	57,054	58,376	60,205	61,934	63,711	65,543	67,422	69,369
Borrowing Costs	12,153	11,760	11,389	10,633	9,901	9,416	8,900	8,378	7,783	7,167
Materials & Contracts	47,969	48,641	52,508	52,878	53,124	54,776	56,605	58,824	59,864	61,944
Depreciation	41,504	42,298	43,115	43,914	44,826	46,011	47,213	48,626	49,823	50,801
Other Expenses	16,092	16,522	16,963	17,417	17,884	18,364	18,857	19,364	19,886	20,422
	171,987	174,696	181,028	183,219	185,940	190,501	195,286	200,735	204,777	209,703
Net Operating Result	23,869	27,513	27,123	31,857	34,849	36,379	37,755	38,895	42,090	45,368
Capital Grants/Contributions	17,149	17,704	18,370	19,033	18,839	19,125	19,717	19,937	20,252	21,213
Net Operating Result before Capital Grants & Contributions	6,720	9,810	8,753	12,824	16,010	17,254	18,038	18,958	21,839	24,155

Attachment 2 – Funding Statement – Consolidated

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	23,869	27,513	27,123	31,857	34,849	36,379	37,755	38,895	42,090	45,368
Add Back non-funded items:										
Depreciation	41,504	42,298	43,115	43,914	44,826	46,011	47,213	48,626	49,823	50,801
Add non-operating funding sources										
Transfers from Externally Restricted Cash	33,345	24,950	21,974	13,877	50,245	51,977	51,953	40,362	32,910	30,315
Transfers from Internally Restricted Cash	9,074	2,865	165	526	1,159	1,438	620	2,502	1,153	15
Proceeds from sale of assets	2,174	1,570	1,430	1,491	2,036	2,479	1,875	2,481	2,252	1,344
Loan Funds Utilised	1,976	2,216	1,976	2,126	2,208	2,176	1,788	1,788	1,400	1,200
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Funds Available	111,942	101,412	95,784	93,790	135,322	140,460	141,204	134,654	129,628	129,042
Funds were applied to:										
Purchase and construction of assets	57,110	40,412	31,427	42,077	70,214	72,151	82,228	63,064	51,819	44,542
Repayment of principal on loans	8,453	8,844	9,242	8,091	8,769	9,400	9,561	9,609	10,141	10,722
Transfers to Externally Restricted Cash	42,243	47,481	49,892	38,384	51,405	53,639	43,788	56,116	61,237	65,565
Transfers to Internally Restricted Cash	4,137	4,675	5,223	5,238	4,934	5,270	5,628	5,865	6,431	8,213
Funds Used	111,942	101,412	95,784	93,790	135,322	140,460	141,204	134,654	129,628	129,042
Increase/(Decrease) in Available Working Capital	-	-	-	-	-	-	-	-	-	-

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
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	6,000	13,824	19,000	19,000	17,000	18,000	18,000	18,118	19,000	19,000
Investments	134,112	145,923	163,973	180,623	183,629	184,896	178,248	190,045	209,304	235,875
Receivables	16,620	17,159	17,851	18,567	19,196	19,798	20,440	21,183	22,009	22,935
Inventories	1,153	1,191	1,227	1,272	1,289	1,325	1,360	1,416	1,439	1,484
Other	1,084	1,115	1,152	1,188	1,206	1,239	1,272	1,319	1,344	1,384
Total current assets	158,969	179,212	203,203	220,651	222,320	225,258	219,321	232,081	253,097	280,677
Non-current assets										
Investments	108,396	114,355	125,321	139,087	144,233	148,854	153,751	162,393	177,121	195,319
Receivables	103	103	103	103	103	103	103	103	103	103
Infrastructure, property, plant and equipment	2,907,772	2,904,394	2,891,353	2,888,103	2,911,532	2,935,212	2,968,352	2,980,309	2,980,054	2,972,451
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	461	384	306	229	151	133	133	133	133	133
Other	2	2	2	2	2	2	2	2	2	2
Total non-current assets	3,016,734	3,019,238	3,017,085	3,027,524	3,056,022	3,084,304	3,122,341	3,142,941	3,157,413	3,168,008
Total assets	3,175,703	3,198,450	3,220,288	3,248,175	3,278,342	3,309,562	3,341,662	3,375,022	3,410,510	3,448,685
LIABILITIES										
Current liabilities										
Payables	17,165	17,583	18,081	18,552	18,866	19,323	19,787	20,375	20,769	21,305
Borrowings	8,844	9,242	8,091	8,769	9,400	9,561	9,609	10,141	10,722	9,307
Provisions	21,805	22,949	24,123	25,331	26,571	27,845	29,155	30,500	31,883	33,304
Total current liabilities	47,814	49,774	50,296	52,651	54,837	56,729	58,551	61,017	63,374	63,916
Non-current liabilities										
Payables	403	403	403	403	403	403	403	403	403	403
Borrowings	156,979	149,952	143,837	137,195	130,002	122,618	114,797	106,444	97,122	89,014
Provisions	6,578	6,878	7,186	7,502	7,828	8,162	8,505	8,858	9,220	9,593
Total non-current liabilities	163,960	157,234	151,427	145,100	138,233	131,183	123,706	115,705	106,746	99,011
Total liabilities	211,774	207,008	201,722	197,752	193,070	187,912	182,256	176,722	170,120	162,927
Net assets	2,963,929	2,991,442	3,018,566	3,050,423	3,085,271	3,121,651	3,159,406	3,198,300	3,240,391	3,285,758
EQUITY										
Retained earnings	1,383,946	1,411,459	1,438,583	1,470,440	1,505,288	1,541,668	1,579,423	1,618,317	1,660,408	1,705,775
Revaluation reserves	1,579,983	1,579,983	1,579,983	1,579,983	1,579,983	1,579,983	1,579,983	1,579,983	1,579,983	1,579,983
Council equity interest	2,963,929	2,991,442	3,018,566	3,050,423	3,085,271	3,121,651	3,159,406	3,198,300	3,240,391	3,285,758
Total equity	2,963,929	2,991,442	3,018,566	3,050,423	3,085,271	3,121,651	3,159,406	3,198,300	3,240,391	3,285,758

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
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	106,719	109,943	113,253	116,678	120,172	123,758	127,450	131,238	135,123	139,140
User charges and fees	42,481	43,976	45,688	47,462	49,299	51,202	53,175	55,211	57,321	59,508
Investment revenue and interest	9,246	9,284	9,772	10,468	10,735	10,684	10,140	10,156	10,554	11,103
Grants and contributions	35,743	35,750	35,931	36,825	36,903	37,455	38,321	38,828	39,432	40,620
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,896	2,856	2,958	3,075	3,203	3,337	3,476	3,622	3,783	3,953
Payments:										
Employee benefits and on-costs	(52,864)	(54,033)	(55,571)	(56,852)	(58,639)	(60,325)	(62,058)	(63,845)	(65,677)	(67,576)
Materials & contracts	(50,733)	(48,418)	(52,211)	(52,622)	(52,982)	(54,527)	(56,351)	(58,486)	(59,668)	(61,646)
Borrowing costs	(12,166)	(11,772)	(11,404)	(10,648)	(9,918)	(9,435)	(8,921)	(8,397)	(7,806)	(7,193)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(16,092)	(16,522)	(16,963)	(17,417)	(17,884)	(18,364)	(18,857)	(19,364)	(19,886)	(20,422)
Net cash provided in operating activities	65,230	71,065	71,454	76,968	80,890	83,785	86,375	88,961	93,177	97,488
Cash flows from investing activities										
Receipts:										
Sale of investments	9,950	-	-	-	2,079	7,432	24,072	-	-	-
Sale of infrastructure, property, plant & equipment	2,174	1,570	1,430	1,491	2,036	2,479	1,875	2,481	2,252	1,344
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(13,767)	(17,770)	(29,016)	(30,416)	(10,230)	(13,321)	(22,322)	(20,439)	(33,987)	(44,768)
Purchase of infrastructure property, plant & equipment	(57,110)	(40,412)	(31,427)	(42,077)	(70,214)	(72,151)	(82,228)	(63,064)	(51,819)	(44,542)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	(58,753)	(56,612)	(59,012)	(71,003)	(76,329)	(75,560)	(78,603)	(81,022)	(83,554)	(87,966)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	1,976	2,216	1,976	2,126	2,208	2,176	1,788	1,788	1,400	1,200
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(8,453)	(8,844)	(9,242)	(8,091)	(8,769)	(9,400)	(9,561)	(9,609)	(10,141)	(10,722)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(6,477)	(6,628)	(7,266)	(5,965)	(6,561)	(7,224)	(7,773)	(7,821)	(8,741)	(9,522)
Net increase/(decrease) in cash and cash equivalents	-	7,824	5,176	-	(2,000)	1,000	(0)	118	882	0
Cash and cash equivalents at beginning of reporting period	6,000	6,000	13,824	19,000	19,000	17,000	18,000	18,000	18,118	19,000
Cash and cash equivalents at end of reporting period	6,000	13,824	19,000	19,000	17,000	18,000	18,000	18,118	19,000	19,000

Attachment 5 – Income Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	71,988	73,840	75,761	77,732	79,755	81,831	83,961	86,147	88,390	90,692
User Charges & Fees	17,556	18,296	19,072	19,885	20,736	21,628	22,563	23,535	24,553	25,619
Interest Received	5,145	5,170	5,195	5,221	5,248	5,275	5,304	5,333	5,372	5,413
Other Operating Revenues	2,335	2,432	2,532	2,637	2,747	2,862	2,981	3,106	3,246	3,393
Operating Grants & Contributions	16,693	17,050	16,615	16,849	17,088	17,331	17,579	17,834	18,094	18,292
Capital Grants & Contributions	4,894	2,873	3,141	3,175	3,210	3,247	3,284	3,323	3,362	3,403
	118,591	119,661	122,316	125,499	128,784	132,174	135,672	139,278	143,019	146,813
Expenditure										
Employee Costs	42,233	43,400	44,596	45,823	47,090	48,393	49,728	51,104	52,510	53,955
Borrowing Costs	5,682	5,487	5,306	5,081	4,859	4,613	4,343	4,083	3,807	3,501
Materials & Contracts	26,365	27,359	28,239	29,504	29,638	30,518	31,326	32,931	33,265	34,407
Depreciation	24,043	24,669	25,316	25,983	26,671	27,321	28,035	28,791	29,571	30,272
Other Expenses	12,012	12,305	12,605	12,913	13,228	13,551	13,883	14,223	14,571	14,928
	110,334	113,220	116,062	119,304	121,486	124,396	127,315	131,131	133,724	137,062
Net Operating Result	8,257	6,441	6,254	6,195	7,298	7,778	8,357	8,147	9,295	9,751
Capital Grants/Contributions	4,894	2,873	3,141	3,175	3,210	3,247	3,284	3,323	3,362	3,403
Net Operating Result before Capital Grants & Contributions	3,363	3,568	3,114	3,020	4,087	4,531	5,073	4,824	5,933	6,348

Attachment 6 – Funding Statement – General Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	8,257	6,441	6,254	6,195	7,298	7,778	8,357	8,147	9,295	9,751
Add Back non-funded items:										
Depreciation	24,043	24,669	25,316	25,983	26,671	27,321	28,035	28,791	29,571	30,272
Add non-operating funding sources										
Transfers from Externally Restricted Cash	10,842	1,497	1,297	1,247	1,247	5,122	1,092	1,040	1,040	1,040
Transfers from Internally Restricted Cash	9,074	2,865	165	526	1,159	1,438	620	2,502	1,153	15
Proceeds from sale of assets	2,174	1,570	1,430	1,491	2,036	2,479	1,875	2,481	2,252	1,344
Loan Funds Utilised	1,976	2,216	1,976	2,126	2,208	2,176	1,788	1,788	1,400	1,200
Repayments from Deferred Debtors										
Funds Available	56,366	39,258	36,439	37,567	40,618	46,314	41,768	44,749	44,712	43,622
Funds were applied to:										
Purchase and construction of assets	42,145	24,204	20,524	21,373	24,230	29,083	24,146	26,983	26,039	22,767
Repayment of principal on loans	4,234	4,426	4,634	4,789	5,174	5,566	5,481	5,266	5,481	5,751
Transfers to Externally Restricted Cash	5,850	5,953	6,058	6,167	6,279	6,394	6,513	6,635	6,761	6,891
Transfers to Internally Restricted Cash	4,137	4,675	5,223	5,238	4,934	5,270	5,628	5,865	6,431	8,213
Funds Used	56,366	39,258	36,439	37,567	40,618	46,314	41,768	44,749	44,712	43,622
Increase/(Decrease) in Available Working Capital	-	-	-	-	-	-	-	-	-	-

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
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,000	9,824	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments	45,916	45,916	48,501	53,229	57,573	60,422	65,512	70,045	75,387	82,065
Receivables	10,156	10,386	10,762	11,172	11,576	11,934	12,383	12,818	13,293	13,821
Inventories	1,153	1,191	1,227	1,272	1,289	1,325	1,360	1,416	1,439	1,484
Other	1,030	1,062	1,093	1,130	1,148	1,179	1,210	1,255	1,278	1,316
Total current assets	60,256	68,380	76,582	81,804	86,587	89,861	95,465	100,535	106,398	113,685
Non-current assets										
Investments	62,215	62,215	65,718	72,124	78,010	81,871	88,767	94,909	102,147	111,196
Receivables	103	103	103	103	103	103	103	103	103	103
Infrastructure, property, plant and equipment	1,804,244	1,802,286	1,796,141	1,790,119	1,785,720	1,785,021	1,779,257	1,774,968	1,769,184	1,760,335
Investment property										
Intangible assets										
Other	461	384	306	229	151	133	133	133	133	133
Total non-current assets	1,867,023	1,864,988	1,862,268	1,862,574	1,863,984	1,867,128	1,868,260	1,870,113	1,871,567	1,871,767
Total assets	1,927,279	1,933,368	1,938,850	1,944,378	1,950,571	1,956,990	1,963,725	1,970,648	1,977,965	1,985,452
LIABILITIES										
Current liabilities										
Payables	16,162	16,577	16,979	17,451	17,747	18,169	18,587	19,143	19,500	19,994
Borrowings	4,426	4,634	4,789	5,174	5,566	5,481	5,266	5,481	5,751	5,957
Provisions	21,805	22,949	24,123	25,331	26,571	27,845	29,155	30,500	31,883	33,304
Total current liabilities	42,394	44,159	45,891	47,956	49,883	51,495	53,008	55,124	57,134	59,254
Non-current liabilities										
Payables	403	403	403	403	403	403	403	403	403	403
Borrowings	74,305	71,888	69,075	66,027	62,669	59,365	55,886	52,194	47,843	43,086
Provisions	6,578	6,878	7,186	7,502	7,828	8,162	8,505	8,858	9,220	9,593
Total non-current liabilities	81,287	79,169	76,664	73,933	70,900	67,930	64,795	61,455	57,467	53,082
Total liabilities	123,680	123,328	122,556	121,889	120,783	119,425	117,802	116,579	114,601	112,337
Net assets	1,803,599	1,810,040	1,816,294	1,822,490	1,829,787	1,837,565	1,845,922	1,854,069	1,863,364	1,873,115
EQUITY										
Retained earnings	921,934	928,375	934,629	940,825	948,122	955,900	964,257	972,404	981,699	991,450
Revaluation reserves	881,665	881,665	881,665	881,665	881,665	881,665	881,665	881,665	881,665	881,665
Council equity interest	1,803,599	1,810,040	1,816,294	1,822,490	1,829,787	1,837,565	1,845,922	1,854,069	1,863,364	1,873,115
Total equity	1,803,599	1,810,040	1,816,294	1,822,490	1,829,787	1,837,565	1,845,922	1,854,069	1,863,364	1,873,115

Attachment 8 – Cash Flow Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	71,852	73,737	75,656	77,624	79,644	81,717	83,845	86,027	88,268	90,566
User charges and fees	17,682	18,260	19,034	19,845	20,694	21,584	22,517	23,487	24,503	25,567
Investment revenue and interest	5,358	5,008	5,004	5,033	5,074	5,156	5,101	5,151	5,160	5,152
Grants and contributions	22,616	20,029	19,767	20,007	20,281	20,560	20,845	21,138	21,438	21,681
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,589	2,537	2,624	2,727	2,839	2,957	3,079	3,207	3,349	3,499
Payments:										
Employee benefits and on-costs	(40,828)	(41,957)	(43,113)	(44,300)	(45,525)	(46,784)	(48,075)	(49,405)	(50,765)	(52,162)
Materials & contracts	(29,284)	(27,140)	(28,031)	(29,248)	(29,514)	(30,302)	(31,116)	(32,623)	(33,105)	(34,149)
Borrowing costs	(5,695)	(5,500)	(5,322)	(5,097)	(4,876)	(4,633)	(4,364)	(4,103)	(3,830)	(3,527)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(12,012)	(12,305)	(12,605)	(12,913)	(13,228)	(13,551)	(13,883)	(14,223)	(14,571)	(14,928)
Net cash provided in operating activities	32,279	32,669	33,014	33,680	35,390	36,704	37,949	38,656	40,447	41,700
Cash flows from investing activities										
Receipts:										
Sale of investments	9,950	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	2,174	1,570	1,430	1,491	2,036	2,479	1,875	2,481	2,252	1,344
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	-	-	(6,087)	(11,134)	(10,230)	(6,710)	(11,985)	(10,676)	(12,580)	(15,726)
Purchase of infrastructure property, plant & equipment	(42,145)	(24,204)	(20,524)	(21,373)	(24,230)	(29,083)	(24,146)	(26,983)	(26,039)	(22,767)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	(30,021)	(22,634)	(25,181)	(31,017)	(32,425)	(33,315)	(34,256)	(35,178)	(36,367)	(37,149)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	1,976	2,216	1,976	2,126	2,208	2,176	1,788	1,788	1,400	1,200
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(4,234)	(4,426)	(4,634)	(4,789)	(5,174)	(5,566)	(5,481)	(5,266)	(5,481)	(5,751)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(2,258)	(2,210)	(2,658)	(2,663)	(2,966)	(3,390)	(3,693)	(3,478)	(4,081)	(4,551)
Net increase/(decrease) in cash and cash equivalents	(0)	7,824	5,176	-	(0)	(0)	(0)	(0)	(0)	-
Cash and cash equivalents at beginning of reporting period	2,000	2,000	9,824	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Cash and cash equivalents at end of reporting period	2,000	9,824	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000

Attachment 9 – Income Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	5,497	5,699	5,912	6,143	6,376	6,614	6,861	7,115	7,375	7,647
User Charges & Fees	23,498	24,355	25,233	26,132	27,054	27,998	28,966	29,957	30,972	32,012
Interest Received	1,643	1,868	2,110	2,467	2,418	2,196	1,488	1,534	1,854	2,082
Other Operating Revenues	300	314	328	343	359	375	392	410	429	449
Operating Grants & Contributions	399	409	419	429	440	451	462	474	486	498
Capital Grants & Contributions	8,234	9,968	10,237	10,670	10,514	10,677	11,056	11,182	11,372	11,983
	39,571	42,612	44,238	46,184	47,161	48,312	49,225	50,673	52,489	54,671
Expenditure										
Employee Costs	5,128	4,955	5,116	5,282	5,521	5,700	5,886	6,078	6,276	6,496
Borrowing Costs	4,347	4,243	4,155	4,000	3,882	3,743	3,605	3,456	3,258	3,075
Materials & Contracts	11,785	11,236	13,759	12,296	12,081	12,556	13,080	13,392	13,699	14,254
Depreciation	7,348	7,437	7,551	7,631	7,837	8,097	8,429	8,955	9,085	9,265
Other Expenses	1,408	1,455	1,504	1,555	1,608	1,662	1,718	1,776	1,836	1,899
	30,016	29,325	32,084	30,764	30,928	31,759	32,718	33,657	34,154	34,988
Net Operating Result	9,555	13,287	12,154	15,420	16,233	16,553	16,507	17,015	18,334	19,683
Capital Grants/Contributions	8,234	9,968	10,237	10,670	10,514	10,677	11,056	11,182	11,372	11,983
Net Operating Result before Capital Grants & Contributions	1,321	3,319	1,917	4,750	5,719	5,876	5,451	5,833	6,962	7,700

Attachment 10 – Funding Statement – Water Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	9,555	13,287	12,154	15,420	16,233	16,553	16,507	17,015	18,334	19,683
Add Back non-funded items:										
Depreciation	7,348	7,437	7,551	7,631	7,837	8,097	8,429	8,955	9,085	9,265
Add non-operating funding sources										
Transfers from Externally Restricted Cash	12,705	15,300	11,792	8,194	28,168	35,114	39,261	17,984	20,842	13,910
Transfers from Internally Restricted Cash										
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
Funds Available	29,608	36,025	31,497	31,246	52,238	59,765	64,197	43,954	48,261	42,858
Funds were applied to:										
Purchase and construction of assets	7,687	10,834	5,872	18,303	23,680	29,931	46,785	12,680	16,990	8,649
Repayment of principal on loans	1,447	1,552	1,640	1,794	1,912	2,051	2,189	2,338	2,536	2,719
Transfers to Externally Restricted Cash	20,475	23,639	23,985	11,148	26,645	27,783	15,223	28,936	28,735	31,489
Transfers to Internally Restricted Cash										
Funds Used	29,608	36,025	31,497	31,246	52,238	59,765	64,197	43,954	48,261	42,858
Increase/(Decrease) in Available Working Capital	-	-	-	-	-	-	-	-	-	-

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
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,000	2,000	2,000	2,000	1,000	1,000	1,000	2,000	2,000	2,000
Investments	40,265	46,338	55,318	57,380	56,888	51,358	33,448	40,712	46,451	59,368
Receivables	3,812	3,977	4,161	4,311	4,445	4,559	4,607	4,804	4,992	5,225
Inventories	-	-	-	-	-	-	-	-	-	-
Other	30	28	34	31	31	32	33	34	35	36
Total current assets	46,107	52,343	61,514	63,722	62,364	56,949	39,088	47,550	53,478	66,629
Non-current assets										
Investments	13,853	15,943	19,032	19,742	19,572	17,670	11,508	14,007	15,981	20,425
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant and equipment	500,318	503,715	502,036	512,708	528,552	550,386	588,742	592,467	600,372	599,757
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total non-current assets	514,172	519,658	521,069	532,450	548,124	568,055	600,249	606,474	616,354	620,182
Total assets	560,278	572,001	582,582	596,172	610,488	625,004	639,337	654,024	669,831	686,811
LIABILITIES										
Current liabilities										
Payables	342	329	395	359	355	368	383	393	402	418
Borrowings	1,552	1,640	1,794	1,912	2,051	2,189	2,338	2,536	2,719	2,895
Provisions	-	-	-	-	-	-	-	-	-	-
Total current liabilities	1,893	1,968	2,189	2,271	2,405	2,558	2,721	2,929	3,121	3,313
Non-current liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	59,198	57,558	55,764	53,852	51,802	49,612	47,274	44,738	42,019	39,124
Provisions	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	59,198	57,558	55,764	53,852	51,802	49,612	47,274	44,738	42,019	39,124
Total liabilities	61,091	59,526	57,954	56,123	54,207	52,170	49,996	47,667	45,140	42,437
Net assets	499,187	512,475	524,629	540,049	556,281	572,835	589,342	606,357	624,691	644,374
EQUITY										
Retained earnings	214,271	227,559	239,713	255,133	271,365	287,919	304,426	321,441	339,775	359,458
Revaluation reserves	284,916	284,916	284,916	284,916	284,916	284,916	284,916	284,916	284,916	284,916
Council equity interest	499,187	512,475	524,629	540,049	556,281	572,835	589,342	606,357	624,691	644,374
Total equity	499,187	512,475	524,629	540,049	556,281	572,835	589,342	606,357	624,691	644,374

Attachment 12 – Cash Flow Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	5,487	5,688	5,900	6,130	6,363	6,601	6,847	7,101	7,361	7,632
User charges and fees	23,377	24,237	25,112	26,008	26,927	27,868	28,832	29,820	30,832	31,869
Investment revenue and interest	1,611	1,833	2,058	2,455	2,425	2,227	1,587	1,488	1,821	2,008
Grants and contributions	8,632	10,376	10,655	11,099	10,954	11,128	11,518	11,656	11,858	12,481
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	300	314	328	343	359	375	392	410	429	449
Payments:										
Employee benefits and on-costs	(5,128)	(4,955)	(5,116)	(5,282)	(5,521)	(5,700)	(5,886)	(6,078)	(6,276)	(6,496)
Materials & contracts	(11,737)	(11,248)	(13,698)	(12,329)	(12,085)	(12,544)	(13,067)	(13,384)	(13,690)	(14,239)
Borrowing costs	(4,347)	(4,243)	(4,155)	(4,000)	(3,882)	(3,743)	(3,605)	(3,456)	(3,258)	(3,075)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,408)	(1,455)	(1,504)	(1,555)	(1,608)	(1,662)	(1,718)	(1,776)	(1,836)	(1,899)
Net cash provided in operating activities	16,787	20,547	19,581	22,868	23,931	24,549	24,902	25,781	27,240	28,729
Cash flows from investing activities										
Receipts:										
Sale of investments	-	-	-	-	661	7,432	24,072	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(7,654)	(8,162)	(12,070)	(2,771)	-	-	-	(9,763)	(7,713)	(17,361)
Purchase of infrastructure property, plant & equipment	(7,687)	(10,834)	(5,872)	(18,303)	(23,680)	(29,931)	(46,785)	(12,680)	(16,990)	(8,649)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	(15,341)	(18,996)	(17,941)	(21,075)	(23,019)	(22,498)	(22,713)	(22,443)	(24,704)	(26,010)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(1,447)	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(1,447)	(1,552)	(1,640)	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)
Net increase/(decrease) in cash and cash equivalents	0	-	0	0	(1,000)	-	0	1,000	0	-
Cash and cash equivalents at beginning of reporting period	2,000	2,000	2,000	2,000	2,000	1,000	1,000	1,000	2,000	2,000
Cash and cash equivalents at end of reporting period	2,000	2,000	2,000	2,000	1,000	1,000	1,000	2,000	2,000	2,000

Attachment 13 – Income Statement – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	29,433	30,578	31,760	32,989	34,231	35,507	36,828	38,181	39,569	41,019
User Charges & Fees	1,437	1,499	1,562	1,629	1,699	1,772	1,848	1,928	2,012	2,099
Interest Received	2,296	2,474	2,744	3,033	3,229	3,327	3,485	3,514	3,621	3,981
Other Operating Revenues	16	17	17	18	18	19	19	19	20	20
Operating Grants & Contributions	4,021	4,862	4,993	5,189	5,115	5,201	5,377	5,432	5,517	5,826
Capital Grants & Contributions	37,694	39,936	41,597	43,393	44,844	46,394	48,144	49,679	51,359	53,587
Expenditure										
Employee Costs	6,908	7,120	7,342	7,271	7,594	7,841	8,097	8,362	8,635	8,919
Borrowing Costs	2,124	2,030	1,928	1,551	1,160	1,059	952	839	719	591
Materials & Contracts	9,820	10,046	10,510	11,078	11,404	11,702	12,199	12,500	12,900	13,283
Depreciation	10,112	10,192	10,248	10,300	10,319	10,593	10,748	10,880	11,167	11,265
Other Expenses	2,673	2,762	2,854	2,950	3,048	3,151	3,256	3,365	3,478	3,595
	31,637	32,150	32,882	33,151	33,526	34,346	35,252	35,946	36,899	37,653
Net Operating Result	6,057	7,785	8,715	10,242	11,318	12,048	12,891	13,733	14,461	15,934
Capital Grants/Contributions	4,021	4,862	4,993	5,189	5,115	5,201	5,377	5,432	5,517	5,826
Net Operating Result before Capital Grants & Contributions	2,035	2,923	3,722	5,053	6,203	6,847	7,514	8,301	8,944	10,107

Attachment 14 – Funding Statement – Sewer Fund

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	6,057	7,785	8,715	10,242	11,318	12,048	12,891	13,733	14,461	15,934
Add Back non-funded items:										
Depreciation	10,112	10,192	10,248	10,300	10,319	10,593	10,748	10,880	11,167	11,265
Add non-operating funding sources										
Transfers from Externally Restricted Cash	9,799	8,152	8,885	4,435	20,830	11,741	11,600	21,338	11,028	15,364
Transfers from Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Loan Funds Utilised	-	-	-	-	-	-	-	-	-	-
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Funds Available	25,968	26,129	27,849	24,978	42,467	34,382	35,239	45,950	36,655	42,563
Funds were applied to:										
Purchase and construction of assets	7,278	5,374	5,031	2,401	22,304	13,137	11,297	23,401	8,790	13,126
Repayment of principal on loans	2,772	2,867	2,969	1,508	1,683	1,784	1,891	2,004	2,124	2,252
Transfers to Externally Restricted Cash	15,918	17,889	19,849	21,068	18,481	19,461	22,052	20,545	25,741	27,184
Transfers to Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Funds Used	25,968	26,129	27,849	24,978	42,467	34,382	35,239	45,950	36,655	42,563
Increase/(Decrease) in Available Working Capital	-	-	-	-	-	-	-	-	-	-

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
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,000	2,000	2,000	2,000	1,000	2,000	2,000	1,118	2,000	2,000
Investments	47,931	53,669	60,154	70,015	69,167	73,115	79,289	79,289	87,467	94,442
Receivables	2,652	2,796	2,928	3,084	3,174	3,305	3,450	3,560	3,724	3,889
Inventories	-	-	-	-	-	-	-	-	-	-
Other	24	24	25	27	27	28	29	30	31	32
Total current assets	52,606	58,489	65,107	75,125	73,369	78,448	84,768	83,997	93,221	100,363
Non-current assets										
Investments	32,327	36,198	40,572	47,222	46,651	49,313	53,477	53,477	58,993	63,697
Receivables										
Infrastructure, property, plant and equipment	603,210	598,393	593,175	585,276	597,261	599,805	600,353	612,875	610,498	612,359
Investment property										
Intangible assets										
Other	2	2	2	2	2	2	2	2	2	2
Total non-current assets	635,539	634,592	633,749	632,500	643,913	649,120	653,832	666,354	669,493	676,059
Total assets	688,145	693,081	698,856	707,625	717,282	727,568	738,600	750,351	762,714	776,422
LIABILITIES										
Current liabilities										
Payables	661	678	707	742	765	786	818	839	866	893
Borrowings	2,867	2,969	1,508	1,683	1,784	1,891	2,004	2,124	2,252	456
Provisions										
Total current liabilities	3,527	3,647	2,215	2,425	2,548	2,676	2,822	2,964	3,118	1,349
Non-current liabilities										
Payables										
Borrowings	23,476	20,506	18,998	17,315	15,532	13,641	11,637	9,512	7,260	6,804
Provisions										
Total non-current liabilities	23,476	20,506	18,998	17,315	15,532	13,641	11,637	9,512	7,260	6,804
Total liabilities	27,003	24,153	21,213	19,740	18,080	16,317	14,458	12,476	10,379	8,153
Net assets	661,142	668,928	677,643	687,884	699,203	711,251	724,142	737,875	752,335	768,269
EQUITY										
Retained earnings	247,740	255,526	264,241	274,482	285,801	297,849	310,740	324,473	338,933	354,867
Revaluation reserves	413,402	413,402	413,402	413,402	413,402	413,402	413,402	413,402	413,402	413,402
Council equity interest	661,142	668,928	677,643	687,884	699,203	711,251	724,142	737,875	752,335	768,269
Total equity	661,142	668,928	677,643	687,884	699,203	711,251	724,142	737,875	752,335	768,269

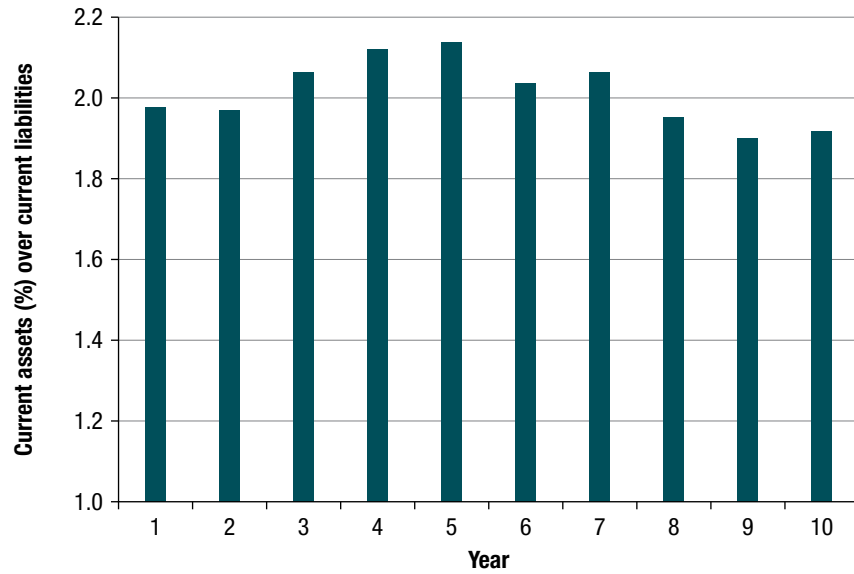
Attachment 16 – Cash Flow Statement – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	29,380	30,518	31,697	32,923	34,165	35,439	36,758	38,109	39,495	40,942
User charges and fees	1,422	1,480	1,543	1,609	1,678	1,750	1,825	1,904	1,986	2,073
Investment revenue and interest	2,277	2,443	2,709	2,980	3,237	3,302	3,452	3,517	3,574	3,944
Grants and contributions	4,494	5,345	5,509	5,719	5,668	5,767	5,958	6,034	6,136	6,459
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	7	5	5	5	5	5	5	5	4	4
Internal transfers										
Payments:										
Employee benefits and on-costs	(6,908)	(7,120)	(7,342)	(7,271)	(7,594)	(7,841)	(8,097)	(8,362)	(8,635)	(8,919)
Materials & contracts	(9,711)	(10,030)	(10,481)	(11,044)	(11,383)	(11,681)	(12,168)	(12,479)	(12,874)	(13,258)
Borrowing costs	(2,124)	(2,030)	(1,928)	(1,551)	(1,160)	(1,059)	(952)	(839)	(719)	(591)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,673)	(2,762)	(2,854)	(2,950)	(3,048)	(3,151)	(3,256)	(3,365)	(3,478)	(3,595)
Net cash provided in operating activities	16,164	17,849	18,859	20,420	21,568	22,531	23,525	24,524	25,490	27,059
Cash flows from investing activities										
Receipts:										
Sale of investments	-	-	-	-	1,418	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(6,114)	(9,608)	(10,859)	(16,511)	-	(6,610)	(10,337)	-	(13,694)	(11,680)
Purchase of infrastructure property, plant & equipment	(7,278)	(5,374)	(5,031)	(2,401)	(22,304)	(13,137)	(11,297)	(23,401)	(8,790)	(13,126)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in investing activities	(13,391)	(14,982)	(15,890)	(18,912)	(20,885)	(19,747)	(21,634)	(23,401)	(22,484)	(24,807)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(2,772)	(2,867)	(2,969)	(1,508)	(1,683)	(1,784)	(1,891)	(2,004)	(2,124)	(2,252)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(2,772)	(2,867)	(2,969)	(1,508)	(1,683)	(1,784)	(1,891)	(2,004)	(2,124)	(2,252)
Net increase/(decrease) in cash and cash equivalents	(0)	(0)	-	(0)	(1,000)	1,000	(0)	(882)	882	0
Cash and cash equivalents at beginning of reporting period	2,000	2,000	2,000	2,000	2,000	1,000	2,000	2,000	1,118	2,000
Cash and cash equivalents at end of reporting period	2,000	2,000	2,000	2,000	1,000	2,000	2,000	1,118	2,000	2,000

Attachment 17 – Unrestricted Current Ratio – Consolidated

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
1.98	1.97	2.06	2.12	2.13	2.03	2.06	1.96	1.90	1.92

Unrestricted Current Ratio



Attachment 18 – Capital Works – Consolidated

Asset Category	Year 1 2017/18 \$'000	Year 2 2018/19 \$'000	Year 3 2019/20 \$'000	Year 4 2020/21 \$'000	Year 5 2021/22 \$'000	Year 6 2022/23 \$'000	Year 7 2023/24 \$'000	Year 8 2024/25 \$'000	Year 9 2025/26 \$'000	Year 10 2026/27 \$'000
Bridges	3,276	816	576	776	808	776	776	776	456	0
Community Land	0	0	0	0	0	0	0	0	369	0
Concrete Footpaths	144	147	152	156	160	164	169	174	178	183
Equipment	5	5	5	5	5	5	5	5	6	6
Fleet	7,611	5,538	4,767	5,118	7,543	8,193	7,061	9,516	8,500	5,280
Buildings	7,737	282	287	292	297	303	308	314	320	326
Operational Land	2,217	2,295	2,375	0	0	0	0	0	0	0
Other Infrastructure (Waste Management)	9,860	3,200	300	300	300	4,175	0	0	0	0
Roads	12,127	12,773	13,035	13,366	13,698	14,039	14,391	14,752	15,124	15,507
Sewer Infrastructure	7,278	5,374	5,031	2,401	22,304	13,137	11,297	23,401	8,790	13,126
Stormwater Drainage	1,386	1,444	1,402	1,360	1,419	1,428	1,437	1,446	1,455	1,465
Water Infrastructure	5,470	8,539	3,497	18,303	23,680	29,931	46,785	12,680	16,621	8,649
Grand Total	57,110	40,412	31,426	42,077	70,214	72,151	82,229	63,064	51,819	44,542

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
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Fund Rates										
O	1,121,980	1,147,784	1,176,477	1,205,888	1,236,034	1,266,934	1,298,606	1,331,069	1,364,345	1,398,452
A	57,389,257	58,823,935	60,294,466	61,801,764	63,346,743	64,930,347	66,553,533	68,217,304	69,922,667	71,670,658
W	(560,990)	(573,892)	(588,239)	(602,944)	(618,017)	(633,467)	(649,303)	(665,535)	(682,172)	(699,226)
	+2.00%									
User Charges & Fees (non statutory)										
O	405	420	437	454	471	490	508	528	548	569
A	42,491	44,149	45,867	47,646	49,489	51,399	53,377	55,420	57,537	59,731
W	(809)	(841)	(874)	(908)	(943)	(979)	(1,017)	(1,056)	(1,096)	(1,138)
	-2.00%									
Interest Received										
O	5,191	5,435	5,742	6,126	6,226	6,170	5,872	5,932	6,198	6,557
A	9,084	9,512	10,049	10,721	10,895	10,798	10,276	10,381	10,847	11,476
W	(5,191)	(5,435)	(5,742)	(6,126)	(6,226)	(6,170)	(5,872)	(5,932)	(6,198)	(6,557)
	+2.00%									
Employee Costs										
O	(526)	(540)	(557)	(572)	(592)	(611)	(631)	(651)	(672)	(694)
A	54,269	55,476	57,054	58,376	60,205	61,934	63,711	65,543	67,422	69,369
W	263	270	279	286	296	306	315	326	336	347
	+0.50%									
Borrowing Costs										
O	(40)	(79)	(123)	(163)	(205)	(250)	(293)	(329)	(365)	(393)
A	12,153	11,760	11,389	10,633	9,901	9,416	8,900	8,378	7,783	7,167
W	40	79	123	163	205	250	293	329	365	393
	-2.00%									
Materials & Contracts										
O	(467)	(473)	(511)	(515)	(517)	(533)	(551)	(572)	(583)	(603)
A	47,969	48,641	52,508	52,878	53,124	54,776	56,605	58,824	59,864	61,944
W	467	473	511	515	517	533	551	572	583	603
	+1.00%									

O = Optimistic A = Adopted W = Worse case

Attachment 20 – Rate Notice estimate – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rates - minimum										
Residential - @ 2% increase	\$1,022.90	\$1,043.35	\$1,064.20	\$1,085.50	\$1,107.20	\$1,129.35	\$1,151.95	\$1,175.00	\$1,198.50	\$1,222.45
Waste Management										
Waste Administration charge	\$69.80	\$73.30	\$76.95	\$81.55	\$84.00	\$86.50	\$89.10	\$91.75	\$94.50	\$97.35
Landfill management charge	\$50.00	\$52.50	\$55.10	\$58.40	\$60.15	\$61.95	\$63.80	\$65.70	\$67.65	\$69.70
Waste collection charge (red)*	\$163.40	\$171.55	\$180.10	\$190.90	\$196.60	\$202.50	\$208.55	\$214.80	\$221.25	\$227.90
Recycling service (yellow)**	\$53.00	\$55.65	\$58.40	\$61.90	\$63.75	\$65.65	\$67.60	\$69.65	\$71.75	\$73.90
Green organics collection (green)***	\$80.00	\$84.00	\$88.20	\$93.50	\$96.30	\$99.20	\$102.15	\$105.20	\$108.35	\$111.60
	\$416.20	\$437.00	\$458.75	\$486.25	\$500.80	\$515.80	\$531.20	\$547.10	\$563.50	\$580.45
Sewer Access Charge	\$820.25	\$835.35	\$850.70	\$866.35	\$882.30	\$898.55	\$915.10	\$931.95	\$949.10	\$966.55
Water Access Charge 20mm service	\$169.50	\$172.60	\$175.80	\$179.05	\$182.35	\$185.70	\$189.10	\$192.60	\$196.15	\$199.75
Water Volumetric @ 200 KI	\$580.00	\$592.00	\$604.00	\$616.00	\$628.00	\$640.00	\$652.00	\$664.00	\$676.00	\$688.00
Water Volumetric /KI	\$2.90	\$2.96	\$3.02	\$3.08	\$3.14	\$3.20	\$3.26	\$3.32	\$3.38	\$3.44
Total for a Residential Property	\$3,008.85	\$3,080.30	\$3,153.45	\$3,233.15	\$3,300.65	\$3,369.40	\$3,439.35	\$3,510.65	\$3,583.25	\$3,657.20

*Fortnightly collection 140 L

**Fortnightly collection 240 L

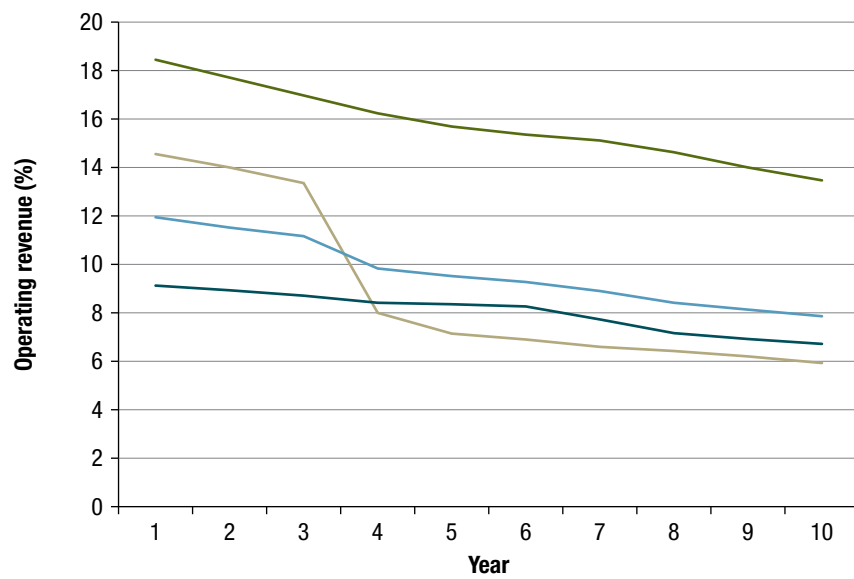
*** Weekly collection 240L

Attachment 21 – Debt Service Ratio – Consolidated and Funds

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
General Fund	9.2%	9.0%	8.8%	8.5%	8.4%	8.3%	7.8%	7.2%	7.0%	6.8%
Water Fund	18.5%	17.7%	17.0%	16.3%	15.8%	15.4%	15.2%	14.7%	14.1%	13.6%
Sewer Fund	14.6%	14.0%	13.4%	8.0%	7.2%	6.9%	6.7%	6.4%	6.2%	6.0%
Consolidated	11.96%	11.58%	11.23%	9.86%	9.55%	9.35%	8.93%	8.45%	8.16%	7.89%

Debt Service Ratio

— General fund — Water fund — Sewer fund — Consolidated



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