

Resourcing Strategy 2020

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



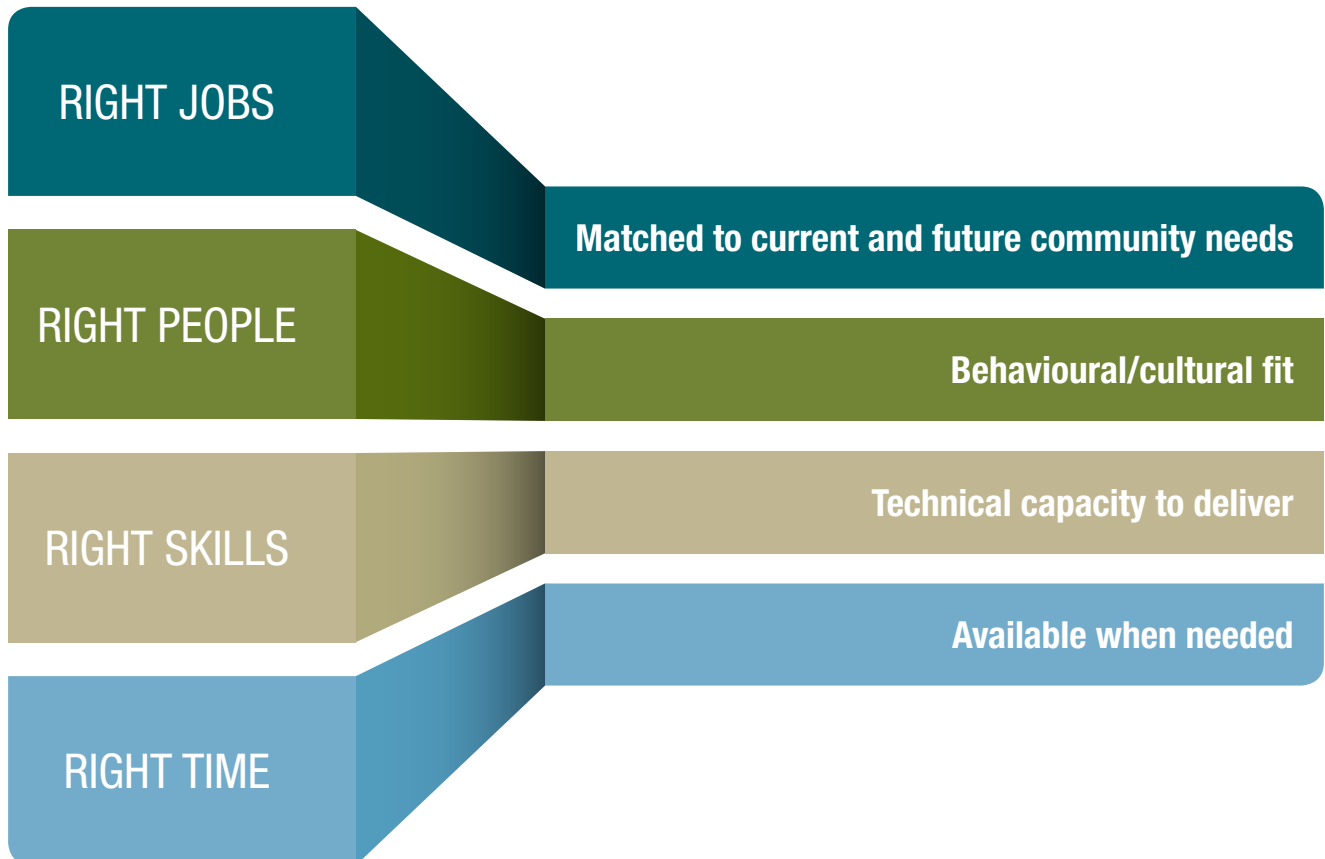
Section 1: Workforce Management Plan 2017–2021



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:

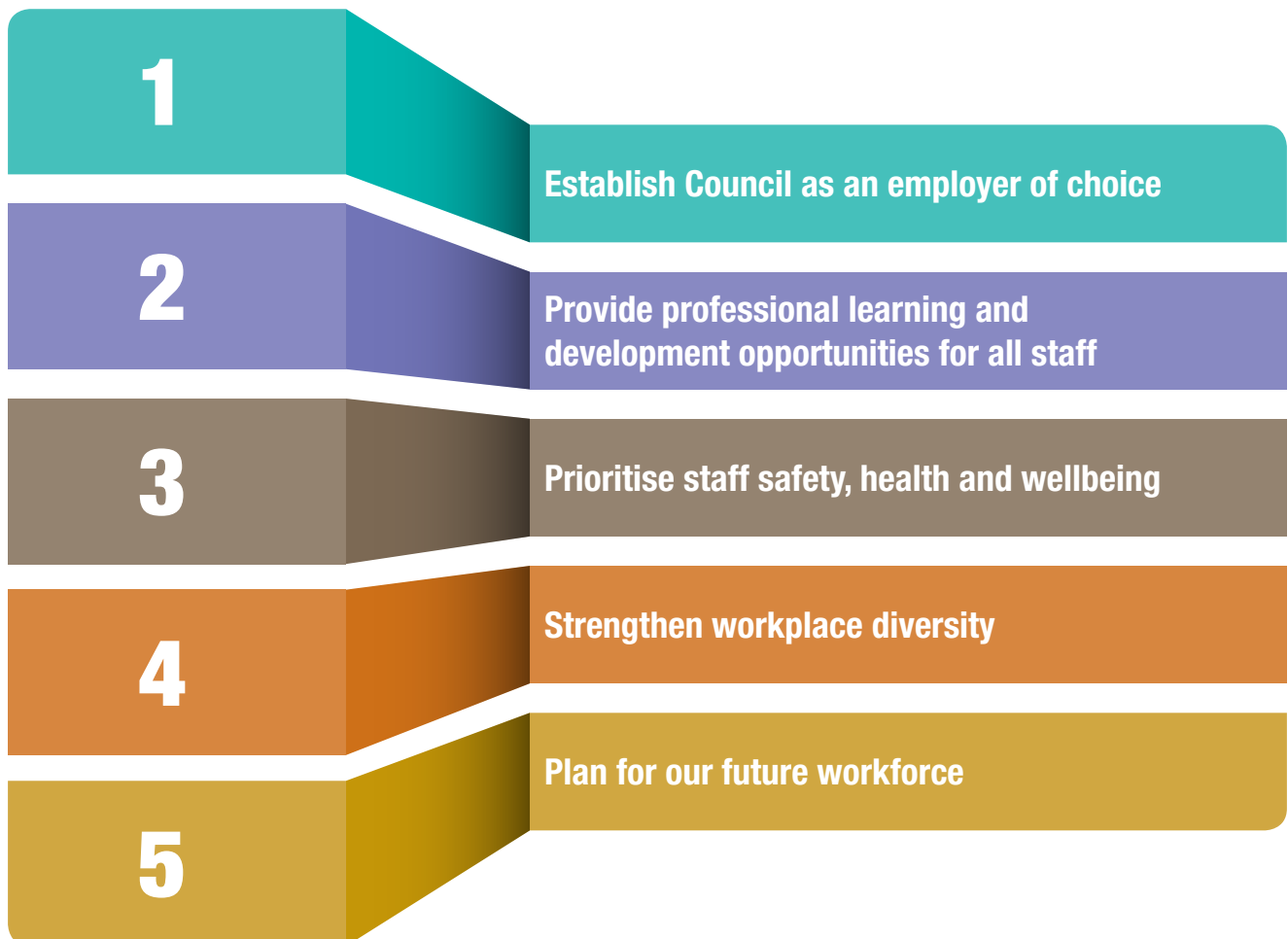
- Attracting and retaining skilled staff.
- Growing community expectations of Council.
- Technological advancements.
- Skill shortages.
- Ageing workforce issues.

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*



Smarter Ways of Working
Development Assessment Review Working Group



Caring, Committed and Cooperative
Kevin Charnell and Kathie Dwyer



Working Collaboratively
Jayne Dawes
Absent: Shannon Heathcote



Sustainability
Dunblair Creek Bridge Crew



Customer Service
Murwillumbah Main Street Drainage Project team



Innovation
Wayne Lack and Rhonda Marshall

TWEED
SHIRE COUNCIL

What we value

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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.

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

Water supply

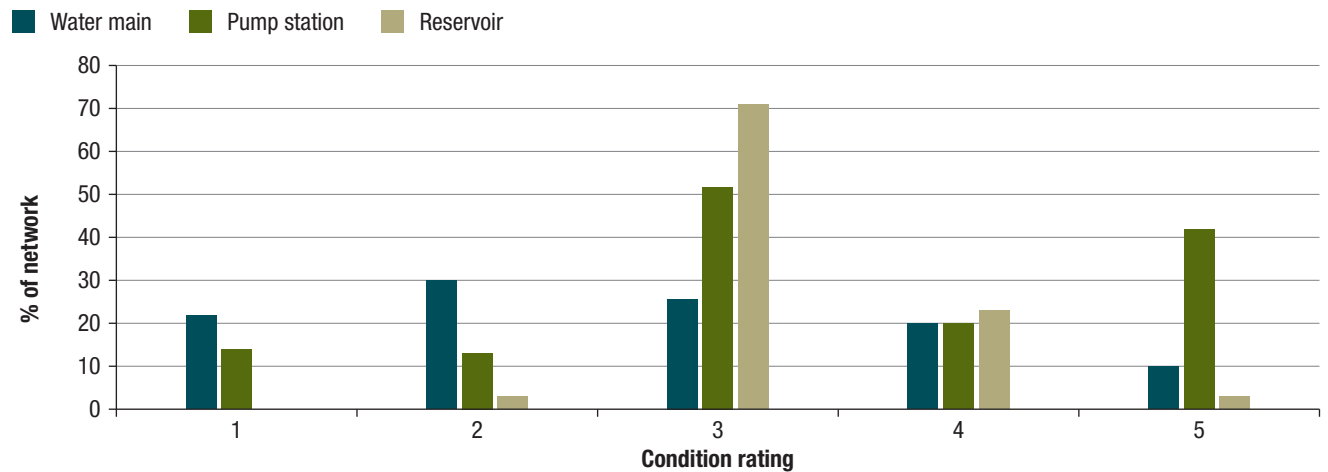
Quantity

Asset class	Quantity
Water mains	720 km
Pump stations	25
Reservoirs	35
Dams and weirs	1 dam/2 weirs
Treatment plants	3

Value (as at 30 June 2018)

Asset class	Gross replacement cost	Depreciated replacement cost	Percent depreciated	Annual depreciation expense
Water mains	\$364,101,098	\$311,747,998	14%	\$3,642,071
Pump stations	\$23,718,001	\$13,341,148	44%	\$653,059
Reservoirs	\$45,402,453	\$33,730,841	26%	\$682,723
Dams and weirs	\$75,838,522	\$66,573,079	12%	\$452,600
Treatment plants	\$100,160,581	\$78,925,387	21%	\$1,916,002
Total	\$609,220,655	\$504,318,453	17%	\$7,346,455

Condition level (as at 30 June 2018)



Long-term Financial Plan funding

Year	Renewal expenditure	Growth expenditure*	Operating expenditure
2019	\$4,474,750	\$1,553,000	\$23,017,039
2020	\$3,144,068	\$1,441,620	\$23,053,222
2021	\$3,388,780	\$170,350	\$23,449,777
2022	\$2,429,872	\$1,008,784	\$23,919,569
2023	\$8,935,075	\$1,075,500	\$24,445,304
2024	\$10,179,242	\$11,184,650	\$25,169,570
2025	\$8,313,500	\$13,841,500	\$25,701,006
2026	\$7,739,500	\$28,087,500	\$26,329,375
2027	\$8,570,000	\$10,725,000	\$26,941,363
2028	\$9,099,500	\$2,164,500	\$27,712,802
Total	\$66,274,287	\$71,252,404	\$249,739,027

* Where a project incorporates both renewal and growth components, 100% of project costs are reported under Expenditure Growth.

Wastewater

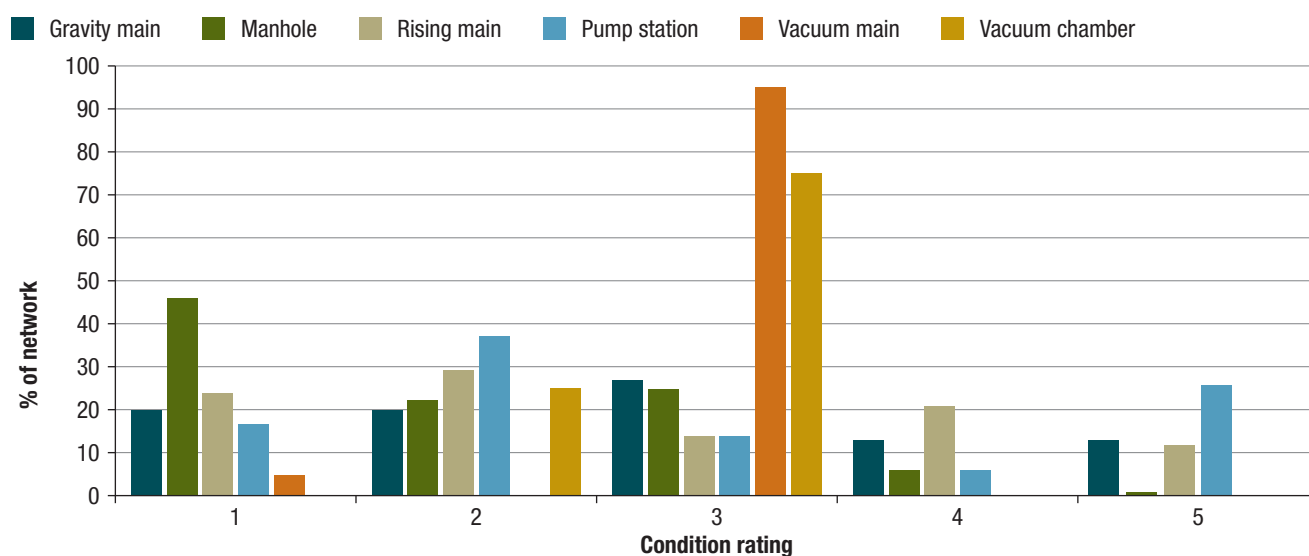
Quantity

Asset class	Quantity
Gravity mains	541 km
Manholes	12,456
Rising mains	201 km
Vacuum mains	2.3 km
Vacuum chambers	40
Pump stations	184
Treatment plants	8

Value (as at 30 June 2018)

Asset class	Gross replacement cost	Depreciated replacement cost	Percent depreciated	Annual depreciation expense
Gravity mains	\$241,092,679	\$196,783,432	18%	\$2,073,003
Manholes	\$59,002,687	\$51,946,764	12%	\$435,827
Rising mains	\$88,731,851	\$70,763,745	20%	\$1,187,848
Vacuum mains	\$379,769	\$348,903	8%	\$3,957
Vacuum chambers	\$743,803	\$665,964	10%	\$13,344
Pump stations	\$88,997,227	\$58,704,780	34%	\$2,620,903
Treatment plants	\$220,729,374	\$161,935,875	27%	\$5,056,817
Total	\$699,677,390	\$541,149,462	23%	\$11,391,699

Condition level (as at 30 June 2018)



Long-term Financial Plan funding

Year	Renewal expenditure	Growth expenditure*	Operating expenditure
2019	\$4,474,750	\$1,553,000	\$23,017,039
2020	\$3,144,068	\$1,441,620	\$23,053,222
2021	\$3,388,780	\$170,350	\$23,449,777
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Total	\$66,274,287	\$71,252,404	\$249,739,027

* Where a project incorporates both renewal and growth components, 100% of project costs are reported under Expenditure Growth.

Section 3: Long-term Financial Plan

Introduction

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

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

Long-term Financial Plan structure and format

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

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

Income Statement

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

Balance Sheet

Discloses the assets, liabilities and equity of Council.

Cash Flow Statement

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

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

Financial goals – consolidated

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

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

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

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

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

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

Fit for the Future – General Fund

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

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

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

The financial criteria are:

Measure	Definition	Benchmark
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	$\frac{\text{Cost of Debt Service (interest \& principal)}}{\text{Total continuing operating revenues (exc capital grants and contributions)}}$	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 been treated differently than presented:

Global

- The adopted July 2019 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.
- 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 placed into a reserve to cover any future budget deficit. 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 2.6%, plus 0% growth in assessable properties for year 1 (2020/21); 2.5% rate pegging plus 0% growth for years 2 to 10.</p> <p>Water Access Charges are predicted to increase by CPI for 2020/21 and by similar indexation thereafter.</p> <p>Sewer Access Charges are predicted to increase by CPI for 2020/21 and by similar indexation thereafter.</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 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 2.0%.
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 to remain static.</p> <p>Recurring operating grants and contributions to increase by 2.5% 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 2.5% per annum. Award increases after 2019/20 are not known at this time.										
Borrowing costs	Interest rate for new borrowings predicted to be 4%. 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"> <thead> <tr> <th>General</th> <th>Annual</th> </tr> </thead> <tbody> <tr> <td>Public toilets</td> <td>\$100,000</td> </tr> <tr> <td>Bridges (average annual)</td> <td>\$630,000</td> </tr> <tr> <td>Drainage</td> <td>\$600,000 to \$1,100,000</td> </tr> <tr> <td>Flood mitigation</td> <td>\$200,000 to \$700,000</td> </tr> </tbody> </table>	General	Annual	Public toilets	\$100,000	Bridges (average annual)	\$630,000	Drainage	\$600,000 to \$1,100,000	Flood mitigation	\$200,000 to \$700,000
General	Annual										
Public toilets	\$100,000										
Bridges (average annual)	\$630,000										
Drainage	\$600,000 to \$1,100,000										
Flood mitigation	\$200,000 to \$700,000										
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.

Review 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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	121,402	125,027	128,694	132,467	136,331	140,290	144,382	148,611	152,960	157,418
User Charges & Fees	50,589	52,591	54,733	56,949	58,890	60,900	62,982	65,323	67,747	70,259
Interest Received	9,646	9,810	10,197	10,522	9,643	9,023	9,306	9,593	9,854	10,266
Other Operating Revenues	2,234	2,326	2,422	2,523	2,628	2,738	2,852	2,972	3,097	3,228
Operating Grants & Contributions	20,662	19,056	19,284	19,517	17,942	18,186	18,435	18,689	18,948	19,212
Capital Grants & Contributions	15,346	7,489	6,610	6,298	7,860	8,002	8,326	8,651	8,880	9,028
	219,878	216,299	221,940	228,275	233,294	239,139	246,282	253,838	261,486	269,412
Expenditure										
Employee Costs	60,198	61,574	62,904	64,493	66,155	67,858	69,611	71,408	73,254	75,155
Borrowing Costs	9,826	8,518	8,101	7,663	7,218	6,721	6,235	5,715	5,132	4,580
Materials & Contracts	56,886	54,098	56,076	57,345	59,951	60,491	62,652	64,707	67,254	68,131
Depreciation	45,577	46,498	47,534	48,453	49,789	51,441	52,875	53,999	55,274	56,478
Other Expenses	18,505	19,142	19,715	20,305	20,914	21,541	22,187	22,852	23,522	24,212
	190,993	189,830	194,330	198,259	204,027	208,052	213,560	218,682	224,436	228,555
Net Operating Result	28,885	26,469	27,610	30,016	29,267	31,087	32,722	35,157	37,051	40,857
Capital Grants/Contributions	15,346	7,489	6,610	6,298	7,860	8,002	8,326	8,651	8,880	9,028
Net Operating Result before Capital Grants & Contributions	13,539	18,980	21,001	23,717	21,406	23,085	24,396	26,506	28,171	31,828

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	28,885	26,469	27,610	30,016	29,267	31,087	32,722	35,157	37,051	40,857
Add Back non-funded items:										
Depreciation	45,577	46,498	47,534	48,453	49,789	51,441	52,875	53,999	55,274	56,478
Add non-operating funding sources										
Transfers from Externally Restricted Cash	44,391	26,331	18,575	47,389	77,341	64,982	40,593	45,470	38,726	46,331
Transfers from Internally Restricted Cash	4,192	7,773	2,222	2,890	4,654	2,932	2,899	1,414	998	289
Proceeds from sale of assets	1,326	1,508	1,714	1,452	2,242	1,861	1,570	1,470	1,635	1,450
Loan Funds Utilised	2,026	2,366	2,380	2,276	1,888	1,888	1,400	1,200	1,200	1,200
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Funds Available	126,396	110,946	100,035	132,475	165,179	154,191	132,059	138,710	134,883	146,604
Funds were applied to:										
Purchase and construction of assets	61,612	58,892	42,226	75,198	102,980	91,335	64,054	64,703	57,764	65,175
Repayment of principal on loans	28,255	7,127	7,672	7,740	7,705	8,123	8,592	8,980	9,167	9,447
Transfers to Externally Restricted Cash	32,486	40,400	45,322	44,552	49,246	50,058	53,545	56,627	59,531	61,922
Transfers to Internally Restricted Cash	4,043	4,526	4,815	4,985	5,248	4,675	5,869	8,399	8,422	10,060
Funds Used	126,396	110,946	100,035	132,475	165,179	154,191	132,059	138,710	134,883	146,604
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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	17,393	19,000	19,000	17,000	17,000	18,000	18,000	18,000	18,000	18,000
Investments	166,021	171,275	185,961	186,802	173,779	168,277	176,829	185,675	199,617	211,750
Receivables	18,569	17,969	18,502	18,990	19,366	19,790	20,344	21,050	21,823	22,635
Inventories	1,574	1,553	1,602	1,628	1,705	1,716	1,771	1,812	1,887	1,908
Other	1,117	1,103	1,138	1,161	1,210	1,225	1,263	1,296	1,345	1,366
Total current assets	204,674	210,899	226,203	225,580	213,060	209,008	218,207	227,834	242,672	255,659
Non-current assets										
Investments	192,875	198,484	214,026	215,948	203,226	196,062	204,872	215,151	230,842	245,307
Receivables	122	123	124	125	126	127	129	130	132	133
Infrastructure, property, plant and equipment	2,867,083	2,878,021	2,871,048	2,896,386	2,947,318	2,985,199	2,994,652	3,003,725	3,004,415	3,011,493
Investments Accounted for using the equity method	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192
Intangible assets	933	881	832	788	805	957	1,114	1,274	1,439	1,609
Other	-	-	-	-	-	-	-	-	-	-
Total non-current assets	3,062,206	3,078,701	3,087,222	3,114,438	3,152,667	3,183,537	3,201,958	3,221,473	3,238,020	3,259,734
Total assets	3,266,880	3,289,600	3,313,424	3,340,019	3,365,727	3,392,545	3,420,165	3,449,307	3,480,692	3,515,393
LIABILITIES										
Current liabilities										
Payables	17,535	16,936	16,796	17,150	17,678	17,869	18,138	18,037	18,425	18,554
Borrowings	7,127	7,672	7,740	7,705	8,123	8,592	8,980	9,167	9,447	9,290
Provisions	25,018	26,465	27,943	29,459	31,012	32,605	34,237	35,911	37,626	39,384
Total current liabilities	49,680	51,073	52,479	54,314	56,813	59,066	61,356	63,115	65,498	67,229
Non-current liabilities										
Payables	869	846	823	800	777	754	730	707	684	661
Borrowings	118,809	113,503	108,143	102,714	96,478	89,775	82,194	74,227	65,980	57,890
Provisions	6,477	6,664	6,855	7,051	7,251	7,457	7,668	7,884	8,106	8,333
Total non-current liabilities	126,155	121,013	115,821	110,564	104,506	97,985	90,592	82,819	74,770	66,884
Total liabilities	175,834	172,086	168,299	164,878	161,320	157,051	151,948	145,933	140,267	134,112
Net assets	3,091,045	3,117,515	3,145,125	3,175,141	3,204,407	3,235,494	3,268,217	3,303,373	3,340,424	3,381,281
EQUITY										
Retained earnings	1,543,819	1,570,289	1,597,899	1,627,915	1,657,181	1,688,268	1,720,991	1,756,147	1,793,198	1,834,055
Revaluation reserves	1,547,226	1,547,226	1,547,226	1,547,226	1,547,226	1,547,226	1,547,226	1,547,226	1,547,226	1,547,226
Council equity interest	3,091,045	3,117,515	3,145,125	3,175,141	3,204,407	3,235,494	3,268,217	3,303,373	3,340,424	3,381,281
Total equity	3,091,045	3,117,515	3,145,125	3,175,141	3,204,407	3,235,494	3,268,217	3,303,373	3,340,424	3,381,281

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	121,143	124,882	128,548	132,316	136,177	140,133	144,219	148,442	152,787	157,240
User charges and fees	50,407	52,421	54,549	56,760	58,740	60,747	62,825	65,139	67,558	70,065
Investment revenue and interest	9,616	9,776	9,978	10,414	9,629	9,011	9,175	9,348	9,556	9,942
Grants and contributions	35,235	27,432	25,961	25,834	25,806	26,157	26,729	27,794	27,794	28,207
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,179	2,386	2,370	2,461	2,564	2,667	2,779	2,895	3,017	3,144
Payments:										
Employee benefits and on-costs	(58,604)	(59,940)	(61,235)	(62,782)	(64,401)	(66,059)	(67,768)	(69,519)	(71,317)	(73,169)
Materials & contracts	(56,187)	(54,674)	(56,236)	(57,600)	(60,027)	(60,828)	(62,818)	(64,917)	(67,369)	(68,461)
Borrowing costs	(9,841)	(8,533)	(8,118)	(7,680)	(7,237)	(6,741)	(6,258)	(5,740)	(5,157)	(4,605)
Bonds and Deposits refunded	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Other	(18,505)	(18,692)	(19,256)	(19,837)	(20,436)	(21,054)	(21,690)	(22,346)	(23,006)	(23,685)
Net cash provided in operating activities	75,342	74,960	76,462	79,787	80,715	83,932	87,093	90,509	93,764	98,577
Cash flows from investing activities										
Receipts:										
Sale of investments	8,903	-	-	4,376	31,472	25,380	670	3,622	393	454
Sale of infrastructure, property, plant & equipment	1,326	1,508	1,714	1,452	2,242	1,861	1,570	1,470	1,635	1,450
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(11)	(10,862)	(30,228)	(7,139)	(5,726)	(12,713)	(18,033)	(22,747)	(30,026)	(27,053)
Purchase of infrastructure property, plant & equipment	(60,805)	(59,101)	(42,516)	(74,868)	(102,736)	(91,072)	(63,952)	(64,913)	(57,635)	(65,012)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	(133)	(136)	(140)	(144)	(148)	(152)	(156)	(161)	(165)	(169)
Net cash used in Investing activities	(50,720)	(68,591)	(71,170)	(76,323)	(74,898)	(76,696)	(79,901)	(82,729)	(85,797)	(90,330)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	2,026	2,366	2,380	2,276	1,888	1,888	1,400	1,200	1,200	1,200
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(28,255)	(7,127)	(7,672)	(7,740)	(7,705)	(8,123)	(8,592)	(8,980)	(9,167)	(9,447)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	(26,229)	(4,761)	(5,292)	(5,464)	(5,817)	(6,235)	(7,192)	(7,780)	(7,967)	(8,247)
Net cash provided by financing activities	(1,607)	1,607	-	(2,000)	0	1,000	0	(0)	(0)	0
Net increase(decrease) in cash and cash equivalents	19,000	17,393	19,000	19,000	17,000	17,000	18,000	18,000	18,000	18,000
Cash and cash equivalents at beginning of reporting period	17,393	19,000	19,000	17,000	17,000	18,000	18,000	18,000	18,000	18,000
Cash and cash equivalents at end of reporting period	17,393	19,000	19,000	17,000	17,000	18,000	18,000	18,000	18,000	18,000

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	82,203	84,368	86,591	88,872	91,213	93,616	96,083	98,615	101,213	103,881
User Charges & Fees	20,563	21,434	22,347	23,302	24,303	25,352	26,450	27,601	28,807	30,071
Interest Received	5,295	5,326	5,359	5,392	5,425	5,460	5,495	5,532	5,569	5,607
Other Operating Revenues	1,873	1,949	2,028	2,110	2,197	2,287	2,381	2,479	2,582	2,689
Operating Grants & Contributions	19,884	18,278	18,506	18,739	17,164	17,408	17,657	17,911	18,170	18,434
Capital Grants & Contributions	11,205	3,413	2,469	2,033	3,566	3,647	3,730	3,816	3,904	3,995
	141,023	134,769	137,299	140,448	143,869	147,770	151,797	155,954	160,245	164,676
Expenditure										
Employee Costs	47,375	48,479	49,460	50,699	51,969	53,271	54,606	55,974	57,377	58,814
Borrowing Costs	4,902	4,636	4,358	4,058	3,762	3,464	3,160	2,820	2,455	2,128
Materials & Contracts	33,710	32,146	33,352	33,772	35,881	35,803	37,141	38,039	40,033	40,202
Depreciation	25,805	26,477	27,170	27,886	28,565	29,197	29,887	30,599	31,334	32,092
Other Expenses	14,014	14,501	14,918	15,348	15,790	16,244	16,712	17,194	17,673	18,166
	125,806	126,239	129,258	131,763	135,967	137,979	141,506	144,625	148,872	151,403
Net Operating Result	15,217	8,530	8,040	8,685	7,901	9,791	10,291	11,328	11,373	13,273
Capital Grants/Contributions	11,205	3,413	2,469	2,033	3,566	3,647	3,730	3,816	3,904	3,995
Net Operating Result before Capital Grants & Contributions	4,012	5,116	5,571	6,652	4,335	6,144	6,560	7,512	7,469	9,278

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	15,217	8,530	8,040	8,685	7,901	9,791	10,291	11,328	11,373	13,273
Add Back non-funded items:										
Depreciation	25,805	26,477	27,170	27,886	28,565	29,197	29,887	30,599	31,334	32,092
Add non-operating funding sources										
Transfers from Externally Restricted Cash	10,057	5,607	2,372	4,992	5,240	4,959	5,030	2,165	1,026	1,012
Transfers from Internally Restricted Cash	4,192	7,773	2,222	2,890	4,654	2,932	2,899	1,414	998	289
Proceeds from sale of assets	1,326	1,508	1,714	1,452	2,242	1,861	1,570	1,470	1,635	1,450
Loan Funds Utilised	2,026	2,366	2,380	2,276	1,888	1,888	1,400	1,200	1,200	1,200
Repayments from Deferred Debtors										
Funds Available	58,622	52,260	43,899	48,181	50,490	50,628	51,076	48,177	47,566	49,317
Funds were applied to:										
Purchase and construction of assets	41,928	34,525	25,297	29,302	31,350	33,735	32,575	24,627	23,857	23,726
Repayment of principal on loans	4,823	5,215	5,621	5,550	5,367	5,587	5,872	6,081	6,049	6,104
Transfers to Externally Restricted Cash	7,828	7,995	8,166	8,343	8,525	6,632	6,760	9,069	9,238	9,427
Transfers to Internally Restricted Cash	4,043	4,526	4,815	4,985	5,248	4,675	5,869	8,399	8,422	10,060
Funds Used	58,622	52,260	43,899	48,181	50,490	50,628	51,076	48,177	47,566	49,317
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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	14,393	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments	82,058	82,269	86,369	89,443	91,909	94,074	96,802	103,288	110,731	119,194
Receivables	11,866	11,004	11,250	11,503	11,758	12,048	12,364	12,819	13,313	13,851
Inventories	1,574	1,553	1,602	1,628	1,705	1,716	1,771	1,812	1,887	1,908
Other	1,023	1,012	1,044	1,064	1,110	1,123	1,158	1,186	1,232	1,250
Total current assets	110,914	110,838	115,265	118,638	121,482	123,961	127,094	134,105	142,163	151,203
Non-current assets										
Investments	108,503	108,782	114,203	118,267	121,528	124,391	127,998	136,574	146,415	157,606
Receivables	122	123	124	125	126	127	129	130	132	133
Infrastructure, property, plant and equipment	1,697,233	1,703,825	1,700,286	1,700,296	1,700,821	1,703,346	1,704,308	1,696,705	1,687,428	1,677,442
Investments Accounted for using the equity method	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192
Intangible assets	918	866	817	773	790	942	1,099	1,259	1,424	1,594
Other										
Total non-current assets	1,807,968	1,814,788	1,816,622	1,820,653	1,824,457	1,829,998	1,834,725	1,835,860	1,836,591	1,837,967
Total assets	1,918,882	1,925,626	1,931,886	1,939,290	1,945,939	1,953,960	1,961,818	1,969,966	1,978,754	1,989,171
LIABILITIES										
Current liabilities										
Payables	16,195	15,648	15,463	15,768	16,263	16,417	16,637	16,471	16,823	16,908
Borrowings	5,215	5,621	5,550	5,367	5,587	5,872	6,081	6,049	6,104	5,718
Provisions	25,018	26,465	27,943	29,459	31,012	32,605	34,237	35,911	37,626	39,384
Total current liabilities	46,428	47,734	48,956	50,594	52,863	54,894	56,956	58,431	60,553	62,010
Non-current liabilities										
Payables	869	846	823	800	777	754	730	707	684	661
Borrowings	64,956	61,701	58,531	55,440	51,741	47,756	43,075	38,226	33,321	28,803
Provisions	6,477	6,664	6,855	7,051	7,251	7,457	7,668	7,884	8,106	8,333
Total non-current liabilities	72,303	69,211	66,209	63,290	59,769	55,967	51,473	46,817	42,111	37,797
Total liabilities	118,731	116,945	115,165	113,884	112,631	110,861	108,429	105,248	102,664	99,807
Net assets	1,800,151	1,808,681	1,816,721	1,825,406	1,833,308	1,843,099	1,853,390	1,864,718	1,876,090	1,889,363
EQUITY										
Retained earnings	1,037,962	1,046,492	1,054,532	1,063,217	1,071,119	1,080,910	1,091,201	1,102,529	1,113,901	1,127,174
Revaluation reserves	762,189	762,189	762,189	762,189	762,189	762,189	762,189	762,189	762,189	762,189
Council equity interest	1,800,151	1,808,681	1,816,721	1,825,406	1,833,308	1,843,099	1,853,390	1,864,718	1,876,090	1,889,363
Total equity	1,800,151	1,808,681	1,816,721	1,825,406	1,833,308	1,843,099	1,853,390	1,864,718	1,876,090	1,889,363

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	82,003	84,284	86,504	88,783	91,122	93,523	95,987	98,516	101,112	103,777
User charges and fees	20,550	21,423	22,330	23,290	24,290	25,338	26,436	27,586	28,792	30,054
Investment revenue and interest	5,248	5,325	5,184	5,269	5,324	5,368	5,383	5,286	5,291	5,293
Grants and contributions	30,306	22,579	21,043	20,791	20,734	21,024	21,356	21,695	22,041	22,395
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	1,828	2,019	1,986	2,060	2,142	2,225	2,317	2,413	2,513	2,617
Payments:										
Employee benefits and on-costs	(45,780)	(46,845)	(47,791)	(48,988)	(50,215)	(51,473)	(52,763)	(54,085)	(55,440)	(56,829)
Materials & contracts	(33,006)	(32,674)	(33,554)	(34,073)	(35,986)	(36,175)	(37,353)	(38,309)	(40,181)	(40,573)
Borrowing costs	(4,917)	(4,651)	(4,374)	(4,075)	(3,781)	(3,483)	(3,183)	(2,846)	(2,481)	(2,154)
Bonds and Deposits refunded	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Other	(14,014)	(14,051)	(14,459)	(14,880)	(15,312)	(15,757)	(16,215)	(16,687)	(17,156)	(17,639)
Net cash provided in operating activities	42,118	37,308	36,774	38,078	38,218	40,490	41,866	43,471	44,391	46,842
Cash flows from investing activities										
Receipts:										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	1,326	1,508	1,714	1,452	2,242	1,861	1,570	1,470	1,635	1,450
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	-	(490)	(9,520)	(7,139)	(5,726)	(5,028)	(6,334)	(15,062)	(17,284)	(19,655)
Purchase of infrastructure property, plant & equipment	(41,121)	(34,733)	(25,587)	(28,972)	(31,106)	(33,472)	(32,473)	(24,837)	(23,728)	(23,563)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	(132,772)	(136,423)	(140,175)	(144,029)	(147,990)	(152,060)	(156,241)	(160,538)	(164,952)	(169,488)
Other	(39,928)	(33,852)	(33,533)	(34,803)	(34,739)	(36,791)	(37,394)	(38,590)	(39,542)	(41,937)
Net cash used in Investing activities	(132,772)	(136,423)	(140,175)	(144,029)	(147,990)	(152,060)	(156,241)	(160,538)	(164,952)	(169,488)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	2,026	2,366	2,380	2,276	1,888	1,888	1,400	1,200	1,200	1,200
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(4,823)	(5,215)	(5,621)	(5,550)	(5,367)	(5,587)	(5,872)	(6,081)	(6,049)	(6,104)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(2,797)	(2,849)	(3,241)	(3,274)	(3,479)	(3,699)	(4,472)	(4,881)	(4,849)	(4,904)
Net increase/(decrease) in cash and cash equivalents	(607)	607	(607)	(607)	0	-	(607)	0	(607)	(607)
Cash and cash equivalents at beginning of reporting period	15,000	14,393	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Cash and cash equivalents at end of reporting period	14,393	15,000	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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	6,131	6,412	6,650	6,895	7,146	7,402	7,670	7,949	8,237	8,532
User Charges & Fees	26,366	27,395	28,513	29,659	30,482	31,323	32,184	33,249	34,339	35,455
Interest Received	1,729	1,782	1,981	2,005	1,545	809	795	695	690	682
Other Operating Revenues	343	359	376	393	411	431	450	471	493	516
Operating Grants & Contributions	389	389	389	389	389	389	389	389	389	389
Capital Grants & Contributions	2,501	2,461	2,501	2,576	2,593	2,635	2,776	2,921	3,006	3,041
	37,459	38,799	40,409	41,917	42,566	42,989	44,265	45,675	47,154	48,616
Expenditure										
Employee Costs	5,312	5,447	5,576	5,698	5,854	6,014	6,181	6,352	6,529	6,713
Borrowing Costs	4,000	3,882	3,743	3,605	3,456	3,258	3,075	2,895	2,677	2,451
Materials & Contracts	11,837	10,568	11,034	11,435	11,673	11,906	12,381	12,967	13,207	13,477
Depreciation	7,818	7,960	8,054	8,184	8,403	8,797	9,307	9,515	9,767	9,990
Other Expenses	1,539	1,590	1,644	1,699	1,757	1,816	1,877	1,941	2,006	2,074
	30,506	29,448	30,050	30,622	31,143	31,792	32,821	33,670	34,186	34,706
Net Operating Result	6,953	9,351	10,358	11,295	11,423	11,197	11,444	12,005	12,968	13,910
Capital Grants/Contributions	2,501	2,461	2,501	2,576	2,593	2,635	2,776	2,921	3,006	3,041
Net Operating Result before Capital Grants & Contributions	4,452	6,889	7,858	8,719	8,829	8,563	8,668	9,084	9,962	10,868

Attachment 10 – Funding Statement – Water Fund

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	6,953	9,351	10,358	11,295	11,423	11,197	11,444	12,005	12,968	13,910
<i>Add Back non-funded items:</i>										
Depreciation	7,818	7,960	8,054	8,184	8,403	8,797	9,307	9,515	9,767	9,990
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	12,827	12,072	11,565	18,398	37,004	45,674	22,766	25,718	23,899	24,825
Transfers from Internally Restricted Cash										
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
Funds Available	27,599	29,383	29,977	37,877	56,830	65,669	43,516	47,238	46,635	48,725
<i>Funds were applied to:</i>										
Purchase and construction of assets	12,792	8,936	11,947	19,120	33,397	42,824	18,602	22,132	19,870	20,868
Repayment of principal on loans	1,794	1,912	2,051	2,189	2,338	2,536	2,719	2,899	3,117	3,343
Transfers to Externally Restricted Cash	13,013	18,535	15,979	16,568	21,095	20,309	22,195	22,206	23,647	24,514
Transfers to Internally Restricted Cash										
Funds Used	27,599	29,383	29,977	37,877	56,830	65,669	43,516	47,238	46,635	48,725
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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,000	2,000	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Investments	31,222	34,097	36,062	35,618	28,264	16,567	16,258	14,589	14,407	14,198
Receivables	4,010	4,182	4,356	4,510	4,570	4,597	4,720	4,860	5,015	5,174
Inventories	-	-	-	-	-	-	-	-	-	-
Other	38	35	36	38	39	39	41	43	44	45
Total current assets	37,271	40,313	42,454	41,165	33,872	22,203	22,019	20,491	20,466	20,416
Non-current assets										
Investments	36,522	39,884	42,183	41,663	33,062	19,379	19,017	17,065	16,853	16,608
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant and equipment	574,426	575,402	579,295	590,230	615,224	649,250	658,546	671,163	681,266	692,144
Intangible assets	15	15	15	15	15	15	15	15	15	15
Other	-	-	-	-	-	-	-	-	-	-
Total non-current assets	610,963	615,301	621,493	631,909	648,301	668,644	677,579	688,243	698,134	708,767
Total assets	648,234	655,614	663,947	673,074	682,173	690,848	699,598	708,735	718,600	729,183
LIABILITIES										
Current liabilities										
Payables	640	582	607	629	643	657	682	713	728	744
Borrowings	1,912	2,051	2,189	2,338	2,536	2,719	2,899	3,117	3,343	3,572
Provisions	-	-	-	-	-	-	-	-	-	-
Total current liabilities	2,552	2,633	2,796	2,967	3,179	3,376	3,582	3,831	4,071	4,316
Non-current liabilities										
Payables	53,852	51,801	49,612	47,274	44,738	42,018	39,119	36,002	32,659	29,087
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	53,852	51,801	49,612	47,274	44,738	42,018	39,119	36,002	32,659	29,087
Total liabilities	56,404	54,434	52,408	50,241	47,917	45,394	42,701	39,832	36,730	33,403
Net assets	591,829	601,180	611,539	622,833	634,256	645,454	656,897	668,902	681,871	695,780
EQUITY										
Retained earnings	233,286	242,637	252,996	264,290	275,713	286,911	298,354	310,359	323,328	337,237
Revaluation reserves	358,543	358,543	358,543	358,543	358,543	358,543	358,543	358,543	358,543	358,543
Council equity interest	591,829	601,180	611,539	622,833	634,256	645,454	656,897	668,902	681,871	695,780
Total equity	591,829	601,180	611,539	622,833	634,256	645,454	656,897	668,902	681,871	695,780

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	6,122	6,400	6,640	6,885	7,135	7,391	7,658	7,937	8,225	8,519
User charges and fees	26,225	27,266	28,375	29,515	30,378	31,218	32,076	33,115	34,202	35,315
Investment revenue and interest	1,729	1,759	1,965	2,012	1,605	904	797	709	691	684
Grants and contributions	2,896	2,850	2,889	2,965	2,982	3,024	3,165	3,310	3,395	3,430
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	336	353	369	386	406	425	445	465	486	509
Payments:										
Employee benefits and on-costs	(5,312)	(5,447)	(5,576)	(5,698)	(5,854)	(6,014)	(6,181)	(6,352)	(6,529)	(6,713)
Materials & contracts	(11,861)	(10,623)	(11,010)	(11,415)	(11,660)	(11,893)	(12,357)	(12,938)	(13,193)	(13,462)
Borrowing costs	(4,000)	(3,882)	(3,743)	(3,605)	(3,456)	(3,258)	(3,075)	(2,895)	(2,677)	(2,451)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,539)	(1,590)	(1,644)	(1,699)	(1,757)	(1,816)	(1,877)	(1,941)	(2,006)	(2,074)
Net cash provided in operating activities	14,597	17,085	18,262	19,345	19,780	19,980	20,651	21,410	22,594	23,757
Cash flows from investing activities										
Receipts:										
Sale of investments	-	-	-	964	15,955	25,380	670	3,622	393	454
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(11)	(6,237)	(4,264)	-	-	-	-	-	-	-
Purchase of infrastructure property, plant & equipment	(12,792)	(8,936)	(11,947)	(19,120)	(33,397)	(42,824)	(18,602)	(22,132)	(19,870)	(20,868)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	(12,803)	(15,173)	(16,211)	(18,156)	(17,441)	(17,444)	(17,932)	(18,511)	(19,477)	(20,414)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)	(2,899)	(3,117)	(3,343)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(1,794)	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)	(2,899)	(3,117)	(3,343)
Net increase/(decrease) in cash and cash equivalents	-	-	-	(1,000)	-	-	-	-	-	-
Cash and cash equivalents at beginning of reporting period	2,000	2,000	2,000	2,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash and cash equivalents at end of reporting period	2,000	2,000	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates & Annual Charges	33,068	34,246	35,454	36,700	37,972	39,272	40,630	42,047	43,510	45,006
User Charges & Fees	3,659	3,762	3,874	3,988	4,105	4,225	4,347	4,473	4,601	4,732
Interest Received	2,622	2,702	2,857	3,125	2,673	2,754	3,015	3,366	3,596	3,978
Other Operating Revenues	18	18	19	19	20	20	21	21	22	23
Operating Grants & Contributions	389	389	389	389	389	389	389	389	389	389
Capital Grants & Contributions	1,640	1,614	1,640	1,689	1,701	1,720	1,820	1,914	1,969	1,992
	41,396	42,731	44,232	45,910	46,859	48,380	50,221	52,210	54,087	56,120
Expenditure										
Employee Costs	7,512	7,648	7,869	8,096	8,331	8,572	8,824	9,082	9,348	9,627
Borrowing Costs	924	-	-	-	-	-	-	-	-	-
Materials & Contracts	11,340	11,384	11,690	12,137	12,398	12,782	13,130	13,702	14,014	14,452
Depreciation	11,954	12,061	12,309	12,383	12,820	13,447	13,682	13,885	14,172	14,395
Other Expenses	2,952	3,051	3,153	3,258	3,368	3,481	3,597	3,718	3,843	3,973
	34,681	34,142	35,021	35,874	36,917	38,282	39,233	40,387	41,378	42,446
Net Operating Result	6,715	8,589	9,212	10,036	9,943	10,098	10,988	11,824	12,710	13,674
Capital Grants/Contributions	1,640	1,614	1,640	1,689	1,701	1,720	1,820	1,914	1,969	1,992
Net Operating Result before Capital Grants & Contributions	5,075	6,975	7,572	8,347	8,242	8,378	9,169	9,910	10,740	11,682

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	6,715	8,589	9,212	10,036	9,943	10,098	10,988	11,824	12,710	13,674
Add Back non-funded items:										
Depreciation	11,954	12,061	12,309	12,383	12,820	13,447	13,682	13,885	14,172	14,395
Add non-operating funding sources										
Transfers from Externally Restricted Cash	21,506	8,652	4,638	23,998	35,097	14,349	12,797	17,587	13,801	20,493
Transfers from Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Loan Funds Utilised	-	-	-	-	-	-	-	-	-	-
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Funds Available	40,175	29,302	26,159	46,417	57,859	37,894	37,467	43,295	40,683	48,562
Funds were applied to:										
Purchase and construction of assets	6,892	15,431	4,982	26,776	38,233	14,776	12,877	17,944	14,037	20,581
Repayment of principal on loans	21,639	-	-	-	-	-	-	-	-	-
Transfers to Externally Restricted Cash	11,645	13,870	21,177	19,641	19,626	23,118	24,590	25,352	26,646	27,981
Transfers to Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Funds Used	40,175	29,302	26,159	46,417	57,859	37,894	37,467	43,295	40,683	48,562
Increase/(Decrease) in Available Working Capital	-	-	-	-	-	-	-	-	-	-

Attachment 15 – Balance Sheet – Sewer Fund

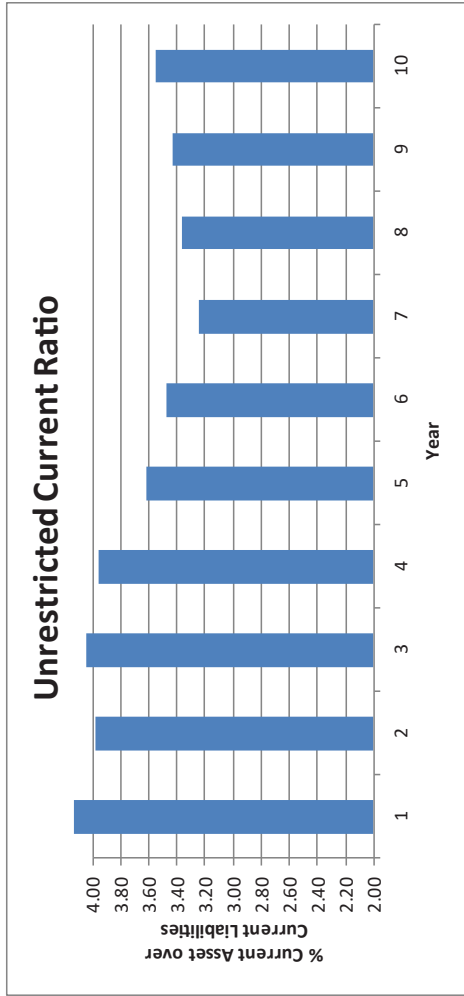
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	1,000	2,000	2,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000
Investments	52,741	54,909	63,530	61,741	53,606	57,636	63,769	67,798	74,479	78,358
Receivables	2,693	2,783	2,897	2,976	3,038	3,145	3,260	3,371	3,494	3,610
Inventories	-	-	-	-	-	-	-	-	-	-
Other	55	56	58	60	61	63	65	68	69	71
Total current assets	56,490	59,748	68,485	65,777	57,706	62,844	69,094	73,237	80,043	84,039
Non-current assets										
Investments	47,851	49,818	57,640	56,017	48,636	52,292	57,857	61,512	67,574	71,093
Receivables										
Infrastructure, property, plant and equipment	595,424	598,794	591,467	605,860	631,273	632,602	631,798	635,857	635,721	641,907
Investments Accounted for using the equity method										
Intangible assets										
Other										
Total non-current assets	643,275	648,612	649,107	661,877	679,909	684,894	689,655	697,369	703,295	713,000
Total assets	699,764	708,360	717,592	727,654	737,615	747,738	758,749	770,606	783,337	797,039
LIABILITIES										
Current liabilities										
Payables	699	706	726	754	772	796	819	853	874	902
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions										
Total current liabilities	699	706	726	754	772	796	819	853	874	902
Non-current liabilities										
Payables										
Borrowings										
Provisions										
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-
Total liabilities	699	706	726	754	772	796	819	853	874	902
Net assets	699,065	707,654	716,865	726,901	736,843	746,942	757,930	769,754	782,463	796,137
EQUITY										
Retained earnings	272,571	281,160	290,371	300,407	310,349	320,448	331,436	343,260	355,969	369,643
Revaluation reserves	426,494	426,494	426,494	426,494	426,494	426,494	426,494	426,494	426,494	426,494
Council equity interest	699,065	707,654	716,865	726,901	736,843	746,942	757,930	769,754	782,463	796,137
Total equity	699,065	707,654	716,865	726,901	736,843	746,942	757,930	769,754	782,463	796,137

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
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts:										
Rates and annual charges	33,018	34,198	35,404	36,649	37,920	39,219	40,574	41,989	43,450	44,945
User charges and fees	3,631	3,733	3,842	3,956	4,072	4,191	4,313	4,437	4,565	4,695
Investment revenue and interest	2,639	2,693	2,829	3,133	2,700	2,739	2,995	3,353	3,574	3,965
Grants and contributions	2,033	2,003	2,029	2,078	2,089	2,109	2,208	2,303	2,358	2,381
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	14	15	15	15	16	16	17	17	18	18
Internal transfers										
Payments:										
Employee benefits and on-costs	(7,512)	(7,648)	(7,869)	(8,096)	(8,331)	(8,572)	(8,824)	(9,082)	(9,348)	(9,627)
Materials & contracts	(11,321)	(11,377)	(11,672)	(12,112)	(12,381)	(12,760)	(13,109)	(13,670)	(13,994)	(14,426)
Borrowing costs	(924)	-	-	-	-	-	-	-	-	-
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,952)	(3,051)	(3,153)	(3,258)	(3,368)	(3,481)	(3,597)	(3,718)	(3,843)	(3,973)
Net cash provided in operating activities	18,628	20,566	21,426	22,364	22,717	23,461	24,576	25,628	26,779	27,979
Cash flows from investing activities										
Receipts:										
Sale of investments	8,903	-	-	3,412	15,516	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	-	(4,135)	(16,444)	-	-	(7,685)	(11,699)	(7,685)	(12,742)	(7,398)
Purchase of infrastructure property, plant & equipment	(6,892)	(15,431)	(4,982)	(26,776)	(38,233)	(14,776)	(12,877)	(17,944)	(14,037)	(20,581)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash used in Investing activities	2,011	(19,566)	(21,426)	(23,364)	(22,717)	(22,461)	(24,576)	(25,628)	(26,779)	(27,979)
Cash flows from financing activities										
Receipts:										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings and advances	(21,639)	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	(21,639)	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	(43,278)	(21,639)	(21,639)	(21,639)	(21,639)	(21,639)	(21,639)	(21,639)	(21,639)	(21,639)
Net increase/(decrease) in cash and cash equivalents	(1,000)	1,000	(1,000)	(1,000)	1,000	1,000	1,000	1,000	1,000	1,000
Cash and cash equivalents at beginning of reporting period	2,000	1,000	2,000	2,000	1,000	1,000	2,000	2,000	2,000	2,000
Cash and cash equivalents at end of reporting period	1,000	2,000	2,000	1,000	1,000	2,000	2,000	2,000	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
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
4.13	3.98	4.04	3.96	3.62	3.47	3.24	3.36	3.43	3.55



Attachment 18 – Capital Works – Consolidated

Asset Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Artworks	33	34	35	36	37	38	39	40	41	42
Bridges	576	776	880	776	388	388	0	0	0	0
Community Land	0	0	0	0	0	356	0	0	0	0
Equipment	70	72	74	76	78	80	82	85	87	89
Fleet	4,316	4,224	4,579	4,752	6,612	5,549	4,390	3,958	4,965	4,349
Intangibles: Software	133	136	140	144	148	152	156	161	165	169
Kerb & Gutter	79	81	83	86	88	90	93	95	98	100
Non Specialised Buildings	10,201	2,289	808	896	848	869	890	911	934	957
Operational Land	1,700	890	300	300	300	300	0	0	0	0
Other Infrastructure	5,438	9,593	2,950	6,501	7,000	10,000	10,226	2,250	0	0
Other Structures Rec Services	108	111	114	117	121	124	127	131	134	138
Roads	19,271	15,355	13,860	14,203	14,236	14,641	15,057	15,470	15,894	16,330
Sewer Infrastructure	6,892	15,431	4,982	26,708	38,233	14,776	12,877	17,944	14,037	20,581
Stormwater Drainage	960	919	1,428	1,437	1,446	1,455	1,465	1,475	1,486	1,496
Swimming Pools	62	64	66	67	69	71	73	75	77	79
Water Infrastructure	11,773	8,916	11,927	19,099	33,375	42,446	18,580	22,109	19,846	20,843
Grand Total	61,612	58,892	42,226	75,198	102,980	91,335	64,054	64,703	57,763	65,174

Attachment 20 – Rate Notice estimate – Consolidated

	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30
Rates - minimum										
Residential - @ 2.5% increase	\$1,102.65	\$1,130.20	\$1,158.50	\$1,187.50	\$1,217.20	\$1,247.60	\$1,278.80	\$1,310.80	\$1,343.60	\$1,377.20
Waste Management										
Domestic Waste Service Charge *	\$182.40	\$187.90	\$193.50	\$199.30	\$205.30	\$211.50	\$217.80	\$224.30	\$231.00	\$237.90
Domestic Waste Management Charge	\$69.80	\$71.90	\$74.10	\$76.30	\$78.60	\$81.00	\$83.40	\$85.90	\$88.50	\$91.20
Waste Minimisation and Recycling Charge *	\$75.00	\$77.30	\$79.60	\$82.00	\$84.50	\$87.00	\$89.60	\$92.30	\$95.10	\$98.00
Landfill Management Charge	\$56.00	\$57.70	\$59.40	\$61.20	\$63.00	\$64.90	\$66.80	\$68.80	\$70.90	\$73.00
	\$383.20	\$394.80	\$406.60	\$418.80	\$431.40	\$444.40	\$457.60	\$471.30	\$485.50	\$500.10
Sewer Access Charge	\$868.00	\$880.25	\$894.35	\$908.65	\$923.20	\$937.95	\$952.95	\$968.20	\$983.70	\$999.45
Water Access Charge										
20mm service	\$179.35	\$181.85	\$184.75	\$187.70	\$190.70	\$193.75	\$196.85	\$200.00	\$203.20	\$206.45
Water Volumetric										
@ 200 KI	\$620.00	\$636.00	\$652.00	\$668.00	\$676.00	\$684.00	\$692.00	\$704.00	\$716.00	\$728.00
Water Volumetric /KI	\$3.10	\$3.18	\$3.26	\$3.34	\$3.38	\$3.42	\$3.46	\$3.52	\$3.58	\$3.64
Total for a Residential Property	\$3,153.20	\$3,223.10	\$3,296.20	\$3,370.65	\$3,438.50	\$3,507.70	\$3,578.20	\$3,654.30	\$3,732.00	\$3,811.20

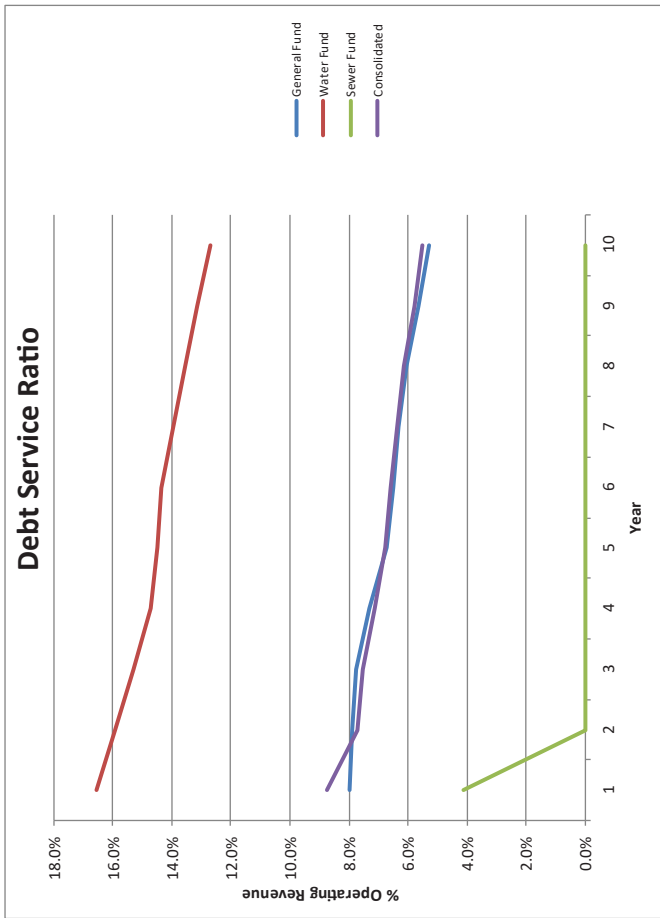
* based on typical bin sizes and collection frequency

Attachment 21 – Debt Service Ratio – Consolidated and Funds

Financial Goals

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	8.0%	7.9%	7.8%	7.3%	6.7%	6.5%	6.3%	6.0%	5.6%	5.3%
Water Fund	16.6%	15.9%	15.3%	14.7%	14.5%	14.4%	14.0%	13.6%	13.1%	12.7%
Sewer Fund	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Consolidated	8.73%	7.72%	7.55%	7.15%	6.77%	6.56%	6.36%	6.12%	5.78%	5.49%

General Fund
Water Fund
Sewer Fund
Consolidated



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

tsc@tweed.nsw.gov.au

www.tweed.nsw.gov.au



PO Box 816 Murwillumbah NSW 2484