

# Resourcing Strategy 2021

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



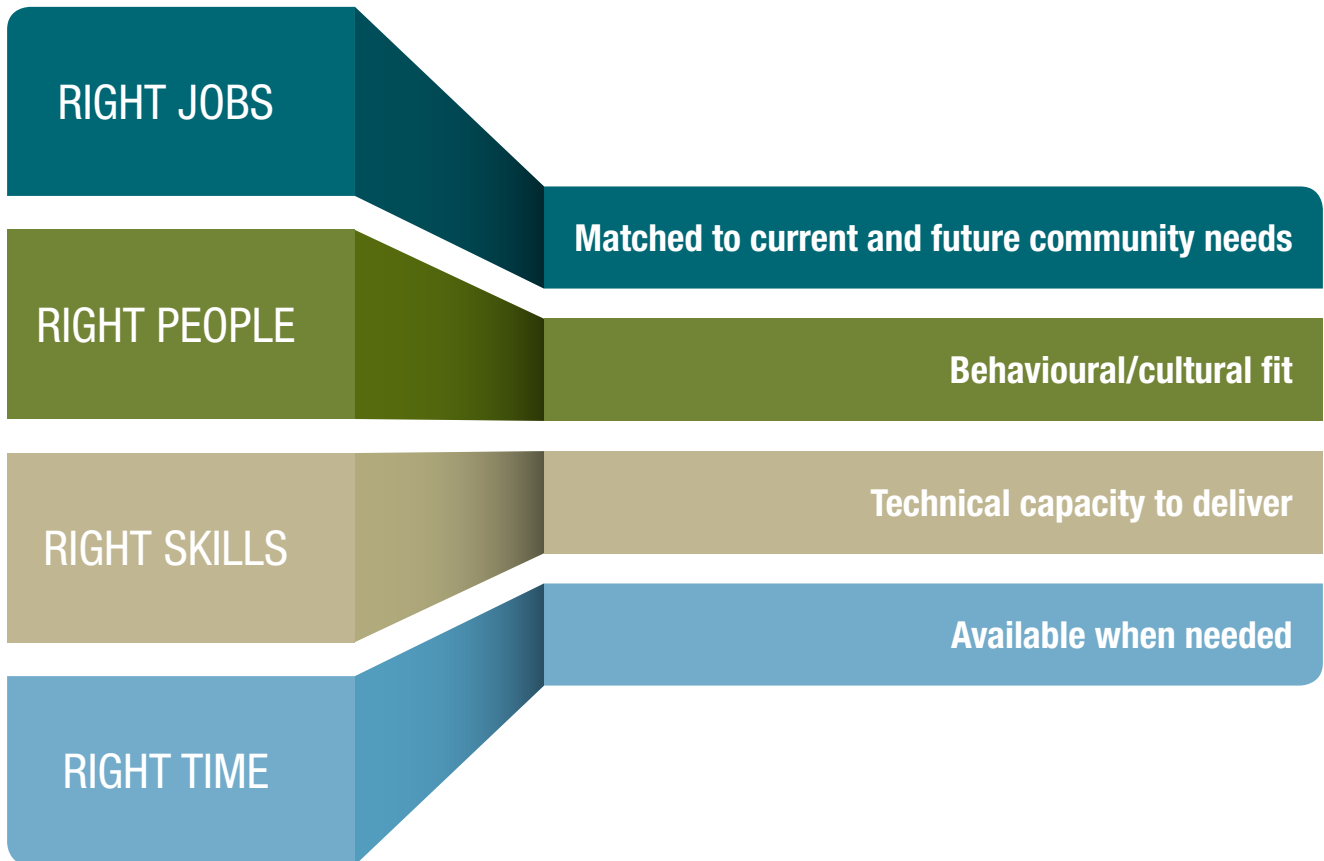
# Section 1: Workforce Management Plan 2017–2021



# 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:

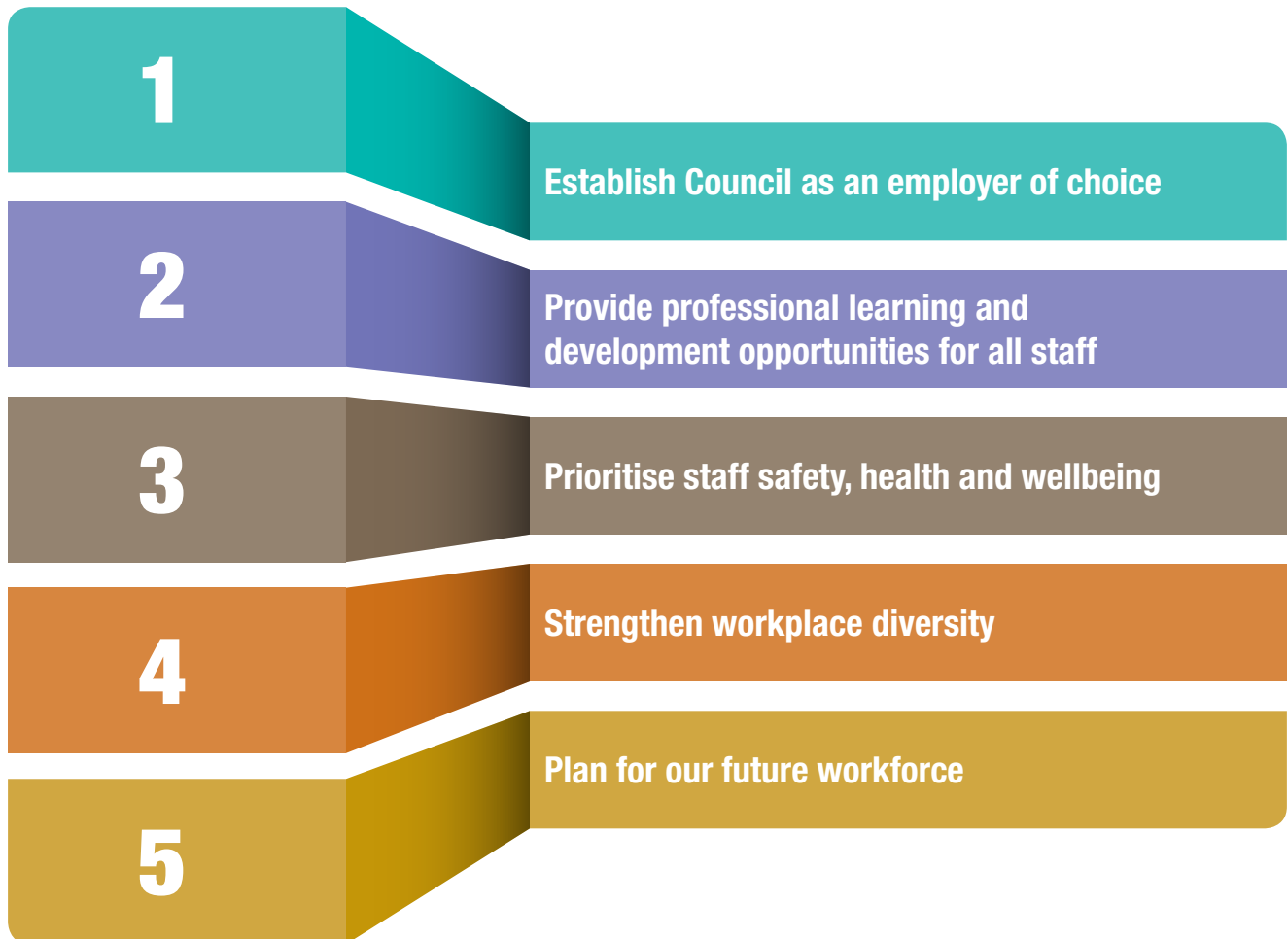
- Attracting and retaining skilled staff.
- Growing community expectations of Council.
- Technological advancements.
- Skill shortages.
- Ageing workforce issues.

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.



## Section 2: Asset Management Planning

# Introduction

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

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

## Asset Management

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

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

## Asset Management issues

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

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

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

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

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

## Asset Management – current and future condition

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

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

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

### Asset condition scoring scale level

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

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

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



## Asset category information

### Stormwater drainage

#### Quantity

#### Stormwater drainage quantities

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

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

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

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

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

*Long-term Financial Plan funding*

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

\*Denotes maintenance requirements included as part of capital

*Long term system/network condition*

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

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

### Quantity

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

### Value (as at 30 June 2015)

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

### Condition level (as at May 2015)

#### Roads – sealed

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

#### Bridges

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

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

**Kerb and gutter**

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
<b>Total (\$)</b>	<b>135,081,803</b>	<b>10,260,000</b>	<b>820,402</b>	<b>1,645,047</b>	<b>1,129,572</b>	<b>2,210,000</b>	<b>151,146,824</b>

*Long term system/network condition*

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

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

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

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

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

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

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

## Water supply

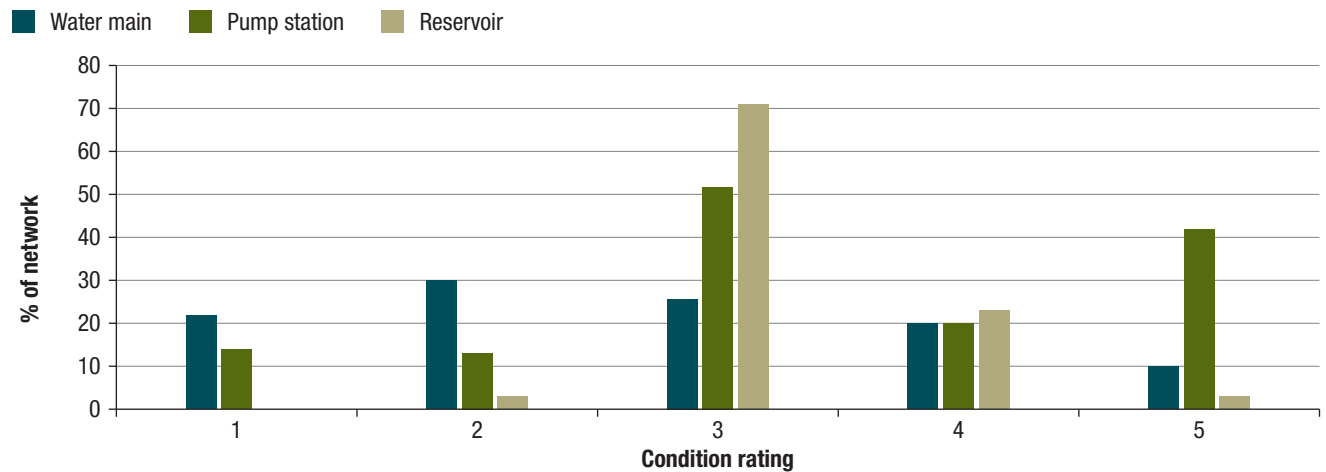
### Quantity

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
<b>Total</b>	<b>\$609,220,655</b>	<b>\$504,318,453</b>	<b>17%</b>	<b>\$7,346,455</b>

### 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
<b>Total</b>	<b>\$66,274,287</b>	<b>\$71,252,404</b>	<b>\$249,739,027</b>

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

## Wastewater

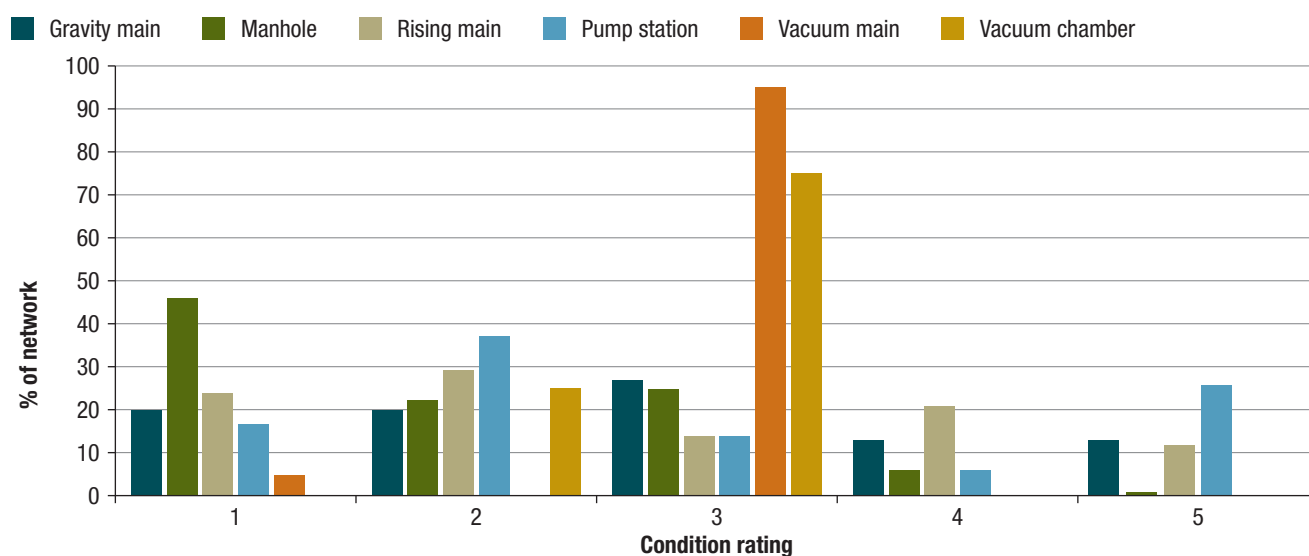
### Quantity

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
<b>Total</b>	<b>\$699,677,390</b>	<b>\$541,149,462</b>	<b>23%</b>	<b>\$11,391,699</b>

Condition level (as at 30 June 2018)





*Long-term Financial Plan funding*

<b>Year</b>	<b>Renewal expenditure</b>	<b>Growth expenditure*</b>	<b>Operating expenditure</b>
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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<b>Total</b>	<b>\$66,274,287</b>	<b>\$71,252,404</b>	<b>\$249,739,027</b>

\* 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
<b>Sustainability</b>		
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
<b>Infrastructure and service management</b>		
Infrastructure backlog ratio	$\frac{\text{Estimated cost to bring assets to satisfactory condition}}{\text{Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets}}$	Less than 2%
Asset maintenance 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
<b>Efficiency</b>		
Real operating expenditure	$\frac{\text{Operating expenditure}}{\text{Population}}$	A decrease in real operating expenditure per capita over time

## Assumption and estimates

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

### Global

- 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

<b>Rates and annual charges</b>	<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>
<b>User charges and fees</b>	<p>Statutory fees where the fee is set by the State Government, such as most planning fees, to remain static for the life of the Plan. Due to uncertainty in timing, no attempt has been made to estimate increased development fees arising from new developments.</p> <p>Water Volumetric Charges are predicted to increase approximately 6c/kl per annum for each of the 10 years.</p> <p>Other fees and charges to increase by 5% per annum.</p>
<b>Interest received</b>	Interest on investments estimated at 2.0%.
<b>Other revenues</b>	Other revenues to increase by 5% per annum.
<b>Operating grants and contributions</b>	<p>Financial Assistance Grant to increase 1% per annum.</p> <p>Pensioner Rate Subsidies to remain static.</p> <p>Recurring operating grants and contributions to increase by 2.5% per annum.</p>
<b>Capital grants and contributions</b>	<p>Section 94 fees to have variable increase approximating 3% per annum.</p> <p>Projects funded from Section 94 plans will commence only when the relevant plan/s have accumulated sufficient funds. The projection of Section 94 receipts is highly uncertain due to the unpredictable timing of developments.</p> <p>Section 64 fees are based on predicted population increases used in the calculation of Developer Services Plan charges.</p>

## Income Statement – Expenditure

<b>Employee benefits and on-costs</b>	Employee costs to increase by an estimated 2.5% per annum. Award increases after 2019/20 are not known at this time.										
<b>Borrowing costs</b>	Interest rate for new borrowings predicted to be 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										
<b>Materials and contracts</b>	Materials, contracts, and other costs to increase by 2.75% per annum based on recent CPI.										
<b>Plant hire (council's own fleet)</b>	Costs to increase by 2.75% per annum.										
<b>Depreciation and amortisation</b>	Depreciation expense has been calculated based on expected acquisitions and useful lives.										
<b>Other expenses</b>	Other expenses to increase by 2% per annum.										

## Balance Sheet – Assets

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

## Balance Sheet – Liabilities and Equity

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

## Cash Flow – operating activities

<b>Receipts</b>	From Income Statement
<b>Payments</b>	From Income Statement

## Cash Flow – investing activities

<b>Receipts</b>	Disposals from budget
<b>Payments</b>	Additions – from capital expenditure list

## Cash Flow – financing activities

<b>Receipts</b>	Balance from loan borrowings in budget
<b>Payments</b>	Balance from repayments in budget

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

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

## 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

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

## Attachment 1 – Income Statement – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	126,511	129,848	133,266	136,759	140,331	144,017	147,822	151,729	155,723	159,831
User Charges & Fees	52,479	53,945	55,517	57,132	58,802	60,518	62,274	64,079	65,906	67,784
Other Revenues	2,261	2,191	2,232	2,275	2,320	2,365	2,413	2,462	2,512	2,565
Operating Grants & Contributions	19,074	19,137	19,341	19,551	19,763	19,978	20,196	20,418	20,643	20,870
Capital Grants & Contributions	9,306	8,594	6,750	6,827	6,957	6,731	7,008	7,189	7,288	7,520
Interest & Investment Revenue	6,325	6,464	6,506	6,181	5,849	6,004	6,150	6,366	6,629	6,899
	<b>215,954</b>	<b>220,180</b>	<b>223,612</b>	<b>228,724</b>	<b>234,021</b>	<b>239,614</b>	<b>245,863</b>	<b>252,242</b>	<b>258,702</b>	<b>265,469</b>
<b>Expenditure</b>										
Employee Costs	59,986	60,502	61,762	63,679	65,624	66,997	68,401	69,235	70,700	72,198
Borrowing Costs	8,440	7,978	7,574	7,059	6,537	6,027	5,487	4,889	4,324	3,715
Materials & Contracts	58,410	58,859	60,147	62,242	62,244	63,701	67,783	68,547	69,192	71,347
Depreciation	46,553	47,612	48,648	49,973	51,483	52,900	53,959	55,190	56,340	57,562
Other Expenses	15,949	16,337	16,732	17,137	17,553	17,980	18,417	18,851	19,295	19,751
	<b>189,338</b>	<b>191,287</b>	<b>194,864</b>	<b>200,090</b>	<b>203,442</b>	<b>207,605</b>	<b>214,047</b>	<b>216,713</b>	<b>219,851</b>	<b>224,573</b>
<b>Net Operating Result</b>	<b>26,616</b>	<b>28,892</b>	<b>28,748</b>	<b>28,634</b>	<b>30,580</b>	<b>32,009</b>	<b>31,816</b>	<b>35,529</b>	<b>38,851</b>	<b>40,896</b>
Capital Grants/Contributions	9,306	8,594	6,750	6,827	6,957	6,731	7,008	7,189	7,288	7,520
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>17,311</b>	<b>20,299</b>	<b>21,998</b>	<b>21,807</b>	<b>23,622</b>	<b>25,278</b>	<b>24,807</b>	<b>28,340</b>	<b>31,562</b>	<b>33,376</b>

## Attachment 2 – Funding Statement – Consolidated

Source and Application of Funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	26,616	28,892	28,748	28,634	30,580	32,009	31,816	35,529	38,851	40,896
Add Back non-funded items:										
Depreciation	46,553	47,612	48,648	49,973	51,483	52,900	53,959	55,190	56,340	57,562
Add non-operating funding sources										
Transfers from Externally Restricted Cash	30,632	19,991	49,033	65,343	61,965	35,296	43,879	35,090	36,932	37,149
Transfers from Internally Restricted Cash	8,775	1,961	10,846	8,306	2,868	2,567	1,454	1,037	329	329
Proceeds from sale of assets	1,326	1,570	1,597	1,953	1,460	1,361	1,695	1,470	1,955	1,989
Loan Funds Utilised	2,366	6,276	2,276	2,276	2,276	1,400	1,200	1,200	1,200	1,200
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
<b>Funds Available</b>	<b>116,268</b>	<b>106,303</b>	<b>141,148</b>	<b>156,485</b>	<b>150,632</b>	<b>125,533</b>	<b>134,003</b>	<b>129,516</b>	<b>135,607</b>	<b>139,125</b>
Funds were applied to:										
Purchase and construction of assets	64,768	56,697	85,037	93,350	90,985	59,434	60,587	54,422	56,404	56,174
Repayment of principal on loans	7,140	7,700	7,942	7,934	8,378	8,869	9,261	9,447	9,727	9,567
Transfers to Externally Restricted Cash	39,026	36,169	43,073	47,795	45,266	50,883	54,631	57,607	59,997	61,718
Transfers to Internally Restricted Cash	5,334	5,737	5,096	7,406	6,004	6,347	9,525	8,041	9,479	11,666
<b>Funds Used</b>	<b>116,268</b>	<b>106,303</b>	<b>141,148</b>	<b>156,485</b>	<b>150,632</b>	<b>125,533</b>	<b>134,003</b>	<b>129,517</b>	<b>135,607</b>	<b>139,126</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Attachment 3 – Balance Sheet – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	18,000	18,374	16,217	17,000	18,000	19,000	18,000	19,000	19,000	19,000
Investments	176,451	186,571	183,285	174,495	169,410	179,349	189,730	204,408	220,312	238,242
Receivables	19,317	19,739	19,767	20,073	20,333	20,817	21,412	22,081	22,834	23,601
Inventories	1,494	1,487	1,507	1,573	1,574	1,618	1,709	1,709	1,719	1,759
Contract assets	763	763	763	763	763	763	763	763	763	763
Other	980	984	1,001	1,037	1,043	1,069	1,120	1,129	1,141	1,169
<b>Total current assets</b>	<b>217,004</b>	<b>227,917</b>	<b>222,540</b>	<b>214,940</b>	<b>211,124</b>	<b>222,616</b>	<b>232,734</b>	<b>249,090</b>	<b>265,770</b>	<b>284,534</b>
<b>Non-current assets</b>										
Investments	198,857	209,457	205,966	196,971	189,591	199,671	210,331	225,935	243,872	263,643
Receivables	300	298	299	299	300	301	301	302	303	303
Infrastructure, property, plant and equipment	3,020,028	3,027,590	3,062,035	3,103,440	3,141,330	3,146,346	3,151,118	3,148,714	3,146,654	3,143,102
Investments Accounted for using the equity method	1,289	1,289	1,289	1,289	1,289	1,289	1,289	1,289	1,289	1,289
Intangible assets	1,140	1,094	1,051	1,071	1,225	1,384	1,547	1,714	1,886	2,063
Right of use assets	511	511	511	511	511	511	511	511	511	511
Other	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>3,222,126</b>	<b>3,240,240</b>	<b>3,271,150</b>	<b>3,303,581</b>	<b>3,334,246</b>	<b>3,349,501</b>	<b>3,365,096</b>	<b>3,378,464</b>	<b>3,394,514</b>	<b>3,410,911</b>
<b>Total assets</b>	<b>3,439,130</b>	<b>3,468,157</b>	<b>3,493,690</b>	<b>3,518,522</b>	<b>3,545,370</b>	<b>3,572,117</b>	<b>3,597,830</b>	<b>3,627,555</b>	<b>3,660,284</b>	<b>3,695,445</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	21,394	21,150	21,844	21,726	22,079	22,276	22,137	22,438	22,652	23,023
Contract liabilities	13,896	14,059	14,143	14,408	14,681	14,913	15,194	15,484	15,783	16,091
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	7,700	7,942	7,934	8,378	8,869	9,261	9,447	9,727	9,567	6,125
Provisions	26,189	27,690	29,222	30,785	32,380	34,007	35,667	37,361	39,090	40,853
<b>Total current liabilities</b>	<b>69,179</b>	<b>70,841</b>	<b>73,143</b>	<b>75,297</b>	<b>78,010</b>	<b>80,457</b>	<b>82,446</b>	<b>85,009</b>	<b>87,092</b>	<b>86,092</b>
<b>Non-current liabilities</b>										
Payables	712	689	667	644	621	598	575	552	530	530
Lease liabilities	521	521	521	521	521	521	521	521	521	521
Borrowings	112,718	111,051	105,393	99,291	92,698	84,837	76,589	68,063	59,696	54,771
Provisions	6,341	6,502	6,667	6,835	7,007	7,182	7,360	7,542	7,728	7,918
<b>Total non-current liabilities</b>	<b>120,292</b>	<b>118,764</b>	<b>113,248</b>	<b>107,291</b>	<b>100,846</b>	<b>93,137</b>	<b>85,046</b>	<b>76,679</b>	<b>68,474</b>	<b>63,740</b>
<b>Total liabilities</b>	<b>189,470</b>	<b>189,605</b>	<b>186,390</b>	<b>182,588</b>	<b>178,856</b>	<b>173,595</b>	<b>167,492</b>	<b>161,688</b>	<b>155,567</b>	<b>149,832</b>
<b>Net assets</b>	<b>3,249,659</b>	<b>3,278,552</b>	<b>3,307,300</b>	<b>3,335,934</b>	<b>3,366,514</b>	<b>3,398,522</b>	<b>3,430,338</b>	<b>3,465,867</b>	<b>3,504,718</b>	<b>3,545,614</b>
<b>EQUITY</b>										
Retained earnings	1,585,150	1,614,043	1,642,791	1,671,425	1,702,005	1,734,013	1,765,829	1,801,358	1,840,209	1,881,105
Revaluation reserves	1,664,509	1,664,509	1,664,509	1,664,509	1,664,509	1,664,509	1,664,509	1,664,509	1,664,509	1,664,509
<b>Council equity interest</b>	<b>3,249,659</b>	<b>3,278,552</b>	<b>3,307,300</b>	<b>3,335,934</b>	<b>3,366,514</b>	<b>3,398,522</b>	<b>3,430,338</b>	<b>3,465,867</b>	<b>3,504,718</b>	<b>3,545,614</b>
<b>Total equity</b>	<b>3,249,659</b>	<b>3,278,552</b>	<b>3,307,300</b>	<b>3,335,934</b>	<b>3,366,514</b>	<b>3,398,522</b>	<b>3,430,338</b>	<b>3,465,867</b>	<b>3,504,718</b>	<b>3,545,614</b>

## Attachment 4 – Cash Flow Statement – Consolidated

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	126,961	130,241	133,666	137,167	140,748	144,441	148,253	152,168	156,171	160,287
User charges and fees	53,289	54,102	55,673	57,291	58,959	60,677	62,435	64,243	66,080	67,962
Investment revenue and interest	6,313	6,255	6,563	6,262	5,951	5,837	5,973	6,097	6,317	6,562
Grants and contributions	29,195	27,758	26,161	26,368	26,709	26,719	27,195	27,597	27,921	28,380
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,381	2,167	2,211	2,225	2,268	2,320	2,359	2,406	2,455	2,506
<b>Payments:</b>										
Employee benefits and on-costs	(58,258)	(58,711)	(59,929)	(61,808)	(63,715)	(65,050)	(66,414)	(67,208)	(68,632)	(70,087)
Materials & contracts	(58,766)	(59,323)	(60,552)	(62,569)	(62,734)	(64,098)	(68,042)	(69,052)	(69,694)	(71,768)
Borrowing costs	(8,453)	(7,975)	(7,590)	(7,075)	(6,554)	(6,049)	(5,511)	(4,913)	(4,347)	(3,737)
Bonds and Deposits refunded	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	-
Other	(15,983)	(16,378)	(16,770)	(17,171)	(17,595)	(18,017)	(18,450)	(18,894)	(19,338)	(19,791)
<b>Net cash provided in operating activities</b>	<b>76,579</b>	<b>78,036</b>	<b>79,333</b>	<b>80,591</b>	<b>83,937</b>	<b>86,678</b>	<b>87,697</b>	<b>92,343</b>	<b>96,833</b>	<b>100,313</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	610	-	6,777	23,413	25,097	-	6,010	-	-	-
Sale of infrastructure, property, plant & equipment	1,326	1,558	1,595	1,935	1,484	1,366	1,679	1,481	1,932	1,988
<b>Payments:</b>										
Purchase of investments	(6,768)	(20,747)	-	(5,255)	(12,639)	(20,023)	(27,055)	(30,285)	(33,845)	(37,703)
Purchase of infrastructure property, plant & equipment	(65,836)	(56,909)	(84,407)	(93,740)	(90,625)	(59,395)	(61,109)	(54,127)	(56,223)	(56,056)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Other	(136)	(140)	(144)	(148)	(152)	(156)	(161)	(165)	(169)	(174)
<b>Net cash used in Investing activities</b>	<b>(70,805)</b>	<b>(76,238)</b>	<b>(76,179)</b>	<b>(73,795)</b>	<b>(76,835)</b>	<b>(78,208)</b>	<b>(80,636)</b>	<b>(83,096)</b>	<b>(88,306)</b>	<b>(91,945)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	2,366	6,276	2,276	2,276	2,276	1,400	1,200	1,200	1,200	1,200
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	(7,140)	(7,700)	(7,942)	(7,934)	(8,378)	(8,869)	(9,261)	(9,447)	(9,727)	(9,567)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	(4,774)	(1,424)	(5,666)	(5,658)	(6,102)	(7,469)	(8,061)	(8,247)	(8,527)	(8,367)
<b>Net cash provided by financing activities</b>	<b>1,000</b>	<b>374</b>	<b>(2,157)</b>	<b>783</b>	<b>1,000</b>	<b>1,000</b>	<b>(1,000)</b>	<b>1,000</b>	<b>-</b>	<b>(0)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>17,000</b>	<b>18,000</b>	<b>18,374</b>	<b>16,217</b>	<b>17,000</b>	<b>18,000</b>	<b>19,000</b>	<b>18,000</b>	<b>19,000</b>	<b>19,000</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>18,000</b>	<b>18,374</b>	<b>16,217</b>	<b>17,000</b>	<b>18,000</b>	<b>19,000</b>	<b>18,000</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>18,000</b>	<b>18,374</b>	<b>16,217</b>	<b>17,000</b>	<b>18,000</b>	<b>19,000</b>	<b>18,000</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>

# Attachment 5 – Income Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	85,871	87,801	89,775	91,794	93,861	95,976	98,140	100,354	102,620	104,939
User Charges & Fees	21,431	21,923	22,425	22,945	23,476	24,027	24,589	25,171	25,766	26,383
Other Revenues	1,884	1,798	1,822	1,847	1,872	1,898	1,925	1,952	1,980	2,008
Operating Grants & Contributions	18,234	18,285	18,476	18,672	18,870	19,072	19,276	19,484	19,694	19,907
Capital Grants & Contributions	5,233	4,459	2,493	2,544	2,616	2,152	2,194	2,238	2,282	2,329
Interest & Investment Revenue	4,054	4,070	4,087	4,103	4,120	4,137	4,155	4,172	4,190	4,208
	<b>136,708</b>	<b>138,335</b>	<b>139,077</b>	<b>141,905</b>	<b>144,816</b>	<b>147,262</b>	<b>150,278</b>	<b>153,370</b>	<b>156,532</b>	<b>159,773</b>
<b>Expenditure</b>										
Employee Costs	47,925	48,767	49,755	50,764	51,794	52,844	53,916	55,010	56,127	57,266
Borrowing Costs	4,558	4,235	3,969	3,603	3,280	2,952	2,592	2,213	1,872	1,493
Materials & Contracts	34,901	34,283	34,687	36,792	36,512	37,793	40,777	40,442	40,430	41,516
Depreciation	26,547	27,240	27,955	28,635	29,266	29,956	30,669	31,404	32,162	32,945
Other Expenses	12,290	12,556	12,825	13,101	13,383	13,670	13,964	14,250	14,541	14,838
	<b>126,220</b>	<b>127,080</b>	<b>129,192</b>	<b>132,896</b>	<b>134,235</b>	<b>137,217</b>	<b>141,919</b>	<b>143,318</b>	<b>145,132</b>	<b>148,059</b>
<b>Net Operating Result</b>	<b>10,488</b>	<b>11,256</b>	<b>9,885</b>	<b>9,010</b>	<b>10,582</b>	<b>10,045</b>	<b>8,359</b>	<b>10,052</b>	<b>11,400</b>	<b>11,714</b>
Capital Grants/Contributions	5,233	4,459	2,493	2,544	2,616	2,152	2,194	2,238	2,282	2,329
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>5,254</b>	<b>6,797</b>	<b>7,392</b>	<b>6,466</b>	<b>7,966</b>	<b>7,893</b>	<b>6,165</b>	<b>7,814</b>	<b>9,118</b>	<b>9,386</b>

## Attachment 6 – Funding Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	10,488	11,256	9,885	9,010	10,582	10,045	8,359	10,052	11,400	11,714
Add Back non-funded items:										
Depreciation	26,547	27,240	27,955	28,635	29,266	29,956	30,669	31,404	32,162	32,945
Add non-operating funding sources										
Transfers from Externally Restricted Cash	5,222	1,909	4,746	1,125	4,445	4,491	2,172	1,032	1,017	1,016
Transfers from Internally Restricted Cash	8,775	1,961	10,846	8,306	2,868	2,567	1,454	1,037	329	329
Proceeds from sale of assets	1,326	1,570	1,597	1,953	1,460	1,361	1,695	1,470	1,955	1,989
Loan Funds Utilised	2,366	6,276	2,276	2,276	2,276	1,400	1,200	1,200	1,200	1,200
Repayments from Deferred Debtors										
<b>Funds Available</b>	<b>54,723</b>	<b>50,212</b>	<b>57,305</b>	<b>51,305</b>	<b>50,898</b>	<b>49,820</b>	<b>45,549</b>	<b>46,196</b>	<b>48,064</b>	<b>49,194</b>
Funds were applied to:										
Purchase and construction of assets	37,539	32,115	39,618	31,333	34,550	32,769	22,272	24,285	24,491	23,648
Repayment of principal on loans	5,227	5,649	5,753	5,596	5,841	6,150	6,362	6,330	6,384	5,995
Transfers to Externally Restricted Cash	6,621	6,710	6,838	6,970	4,502	4,553	7,391	7,539	7,709	7,885
Transfers to Internally Restricted Cash	5,334	5,737	5,096	7,406	6,004	6,347	9,525	8,041	9,479	11,666
<b>Funds Used</b>	<b>54,723</b>	<b>50,212</b>	<b>57,305</b>	<b>51,305</b>	<b>50,898</b>	<b>49,820</b>	<b>45,549</b>	<b>46,196</b>	<b>48,064</b>	<b>49,194</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Attachment 7 – Balance Sheet – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	15,000	15,000	14,217	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments	94,072	98,550	98,550	101,090	103,485	106,096	112,722	119,739	127,760	136,918
Receivables	12,483	12,662	12,551	12,825	13,048	13,224	13,592	13,943	14,359	14,783
Inventories	1,494	1,487	1,507	1,573	1,574	1,618	1,709	1,709	1,719	1,759
Contract assets	763	763	763	763	763	763	763	763	763	763
Other	881	881	895	930	935	960	1,007	1,011	1,020	1,043
<b>Total current assets</b>	<b>124,694</b>	<b>129,343</b>	<b>128,483</b>	<b>132,180</b>	<b>134,805</b>	<b>137,661</b>	<b>144,792</b>	<b>152,165</b>	<b>160,621</b>	<b>170,267</b>
<b>Non-current assets</b>										
Investments	114,393	119,838	119,838	122,927	125,840	129,014	137,072	145,604	155,358	166,495
Receivables	300	298	299	299	300	301	301	302	303	303
Infrastructure, property, plant and equipment	1,835,474	1,838,826	1,848,544	1,849,271	1,852,942	1,854,237	1,843,985	1,835,231	1,825,435	1,813,975
Intangible assets	1,091	1,045	1,002	1,022	1,176	1,335	1,498	1,665	1,837	2,014
Right of use assets	511	511	511	511	511	511	511	511	511	511
Investments Accounted for using the equity method	1,289	1,289	1,289	1,289	1,289	1,289	1,289	1,289	1,289	1,289
Other										
<b>Total non-current assets</b>	<b>1,953,059</b>	<b>1,961,808</b>	<b>1,971,483</b>	<b>1,975,319</b>	<b>1,982,058</b>	<b>1,986,687</b>	<b>1,984,655</b>	<b>1,984,602</b>	<b>1,984,733</b>	<b>1,984,586</b>
<b>Total assets</b>	<b>2,077,753</b>	<b>2,091,151</b>	<b>2,099,966</b>	<b>2,107,499</b>	<b>2,116,863</b>	<b>2,124,348</b>	<b>2,129,448</b>	<b>2,136,767</b>	<b>2,145,354</b>	<b>2,154,853</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	20,200	19,912	20,562	20,431	20,763	20,942	20,747	21,001	21,181	21,499
Contract liabilities	13,896	14,059	14,143	14,408	14,681	14,913	15,194	15,484	15,783	16,091
Lease liabilities										
Borrowings	5,649	5,753	5,596	5,841	6,150	6,362	6,330	6,384	5,995	6,125
Provisions	26,189	27,690	29,222	30,785	32,380	34,007	35,667	37,361	39,090	40,853
<b>Total current liabilities</b>	<b>65,934</b>	<b>67,414</b>	<b>69,523</b>	<b>71,466</b>	<b>73,974</b>	<b>76,223</b>	<b>77,938</b>	<b>80,230</b>	<b>82,049</b>	<b>84,568</b>
<b>Non-current liabilities</b>										
Payables	712	689	667	644	621	598	575	552	530	530
Lease liabilities	521	521	521	521	521	521	521	521	521	521
Borrowings	60,916	61,439	58,119	54,554	50,680	45,718	40,588	35,404	30,609	25,684
Provisions	6,341	6,502	6,667	6,835	7,007	7,182	7,360	7,542	7,728	7,918
<b>Total non-current liabilities</b>	<b>68,490</b>	<b>69,152</b>	<b>65,974</b>	<b>62,554</b>	<b>58,828</b>	<b>54,018</b>	<b>49,044</b>	<b>44,020</b>	<b>39,388</b>	<b>34,653</b>
<b>Total liabilities</b>	<b>134,424</b>	<b>136,566</b>	<b>135,496</b>	<b>134,020</b>	<b>132,802</b>	<b>130,242</b>	<b>126,982</b>	<b>124,250</b>	<b>121,437</b>	<b>119,221</b>
<b>Net assets</b>	<b>1,943,329</b>	<b>1,954,585</b>	<b>1,964,470</b>	<b>1,973,479</b>	<b>1,984,061</b>	<b>1,994,106</b>	<b>2,002,465</b>	<b>2,012,517</b>	<b>2,023,917</b>	<b>2,035,632</b>
<b>EQUITY</b>										
Retained earnings	1,073,410	1,084,666	1,094,551	1,103,560	1,114,142	1,124,187	1,132,546	1,142,598	1,153,998	1,165,713
Revaluation reserves	869,919	869,919	869,919	869,919	869,919	869,919	869,919	869,919	869,919	869,919
Council equity interest	1,943,329	1,954,585	1,964,470	1,973,479	1,984,061	1,994,106	2,002,465	2,012,517	2,023,917	2,035,632
<b>Total equity</b>	<b>1,943,329</b>	<b>1,954,585</b>	<b>1,964,470</b>	<b>1,973,479</b>	<b>1,984,061</b>	<b>1,994,106</b>	<b>2,002,465</b>	<b>2,012,517</b>	<b>2,023,917</b>	<b>2,035,632</b>



## Attachment 8 – Cash Flow Statement – General Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	85,987	87,862	89,837	91,858	93,926	96,043	98,208	100,424	102,692	105,012
User charges and fees	22,284	22,135	22,649	23,175	23,711	24,266	24,834	25,423	26,028	26,652
Investment revenue and interest	4,083	3,924	4,084	4,018	4,050	4,062	3,984	3,994	3,987	3,979
Grants and contributions	24,312	22,772	21,039	21,206	21,476	21,234	21,461	21,711	21,966	22,225
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	2,007	1,774	1,800	1,796	1,820	1,852	1,871	1,896	1,922	1,949
<b>Payments:</b>										
Employee benefits and on-costs	(46,272)	(47,079)	(48,028)	(49,002)	(49,995)	(51,009)	(52,044)	(53,100)	(54,177)	(55,277)
Materials & contracts	(34,789)	(34,276)	(34,612)	(36,601)	(36,481)	(37,656)	(40,524)	(40,413)	(40,377)	(41,389)
Borrowing costs	(4,571)	(4,232)	(3,985)	(3,619)	(3,296)	(2,974)	(2,616)	(2,236)	(1,896)	(1,515)
Bonds and Deposits refunded	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	-
Other	(12,281)	(12,553)	(12,819)	(13,090)	(13,378)	(13,661)	(13,950)	(14,246)	(14,536)	(14,830)
<b>Net cash provided in operating activities</b>	<b>40,660</b>	<b>40,226</b>	<b>39,865</b>	<b>39,642</b>	<b>41,733</b>	<b>42,056</b>	<b>41,123</b>	<b>43,354</b>	<b>45,509</b>	<b>46,807</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	1,325,654	1,557,705	1,595,227	1,935,120	1,484,041	1,366,057	1,678,908	1,481,382	1,931,625	1,987,772
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	(96)	(9,923)	-	(5,628)	(5,309)	(5,785)	(14,684)	(15,549)	(17,776)	(20,294)
Purchase of infrastructure property, plant & equipment	(38,890)	(32,345)	(38,620)	(31,696)	(34,189)	(32,728)	(22,793)	(23,990)	(24,309)	(23,529)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	(138)	(142)	(146)	(150)	(154)	(158)	(163)	(167)	(172)	(177)
Other	(37,798)	(40,853)	(37,170)	(35,539)	(38,168)	(37,306)	(35,961)	(38,224)	(40,325)	(42,012)
<b>Net cash used in Investing activities</b>	<b>(37,798)</b>	<b>(40,853)</b>	<b>(37,170)</b>	<b>(35,539)</b>	<b>(38,168)</b>	<b>(37,306)</b>	<b>(35,961)</b>	<b>(38,224)</b>	<b>(40,325)</b>	<b>(42,012)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	2,366	6,276	2,276	2,276	2,276	1,400	1,200	1,200	1,200	1,200
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	(5,227)	(5,649)	(5,753)	(5,596)	(5,841)	(6,150)	(6,362)	(6,330)	(6,384)	(5,995)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by financing activities</b>	<b>(2,861)</b>	<b>627</b>	<b>(3,477)</b>	<b>(3,320)</b>	<b>(3,565)</b>	<b>(4,750)</b>	<b>(5,162)</b>	<b>(5,130)</b>	<b>(5,184)</b>	<b>(4,795)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>14,217</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>15,000</b>	<b>15,000</b>	<b>14,217</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>15,000</b>	<b>15,000</b>	<b>14,217</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

## Attachment 9 – Income Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	6,365	6,599	6,827	7,063	7,303	7,554	7,816	8,087	8,363	8,650
User Charges & Fees	27,287	28,164	29,128	30,115	31,125	32,160	33,220	34,305	35,415	36,552
Other Revenues	359	375	392	410	428	447	468	489	512	535
Operating Grants & Contributions	420	426	433	439	446	453	460	467	474	482
Capital Grants & Contributions	2,460	2,498	2,572	2,587	2,627	2,766	2,909	2,992	3,025	3,138
Interest & Investment Revenue	950	959	904	721	351	360	293	301	330	443
	<b>37,840</b>	<b>39,021</b>	<b>40,256</b>	<b>41,335</b>	<b>42,281</b>	<b>43,741</b>	<b>45,166</b>	<b>46,642</b>	<b>48,120</b>	<b>49,799</b>
<b>Expenditure</b>										
Employee Costs	4,988	5,091	5,186	5,312	5,442	5,575	5,711	5,851	5,994	6,141
Borrowing Costs	3,882	3,743	3,605	3,456	3,258	3,075	2,895	2,677	2,451	2,222
Materials & Contracts	11,617	11,747	12,166	12,429	12,687	12,915	13,555	13,655	13,889	14,388
Depreciation	7,906	8,069	8,229	8,452	8,788	9,284	9,450	9,741	9,939	10,080
Other Expenses	1,390	1,437	1,485	1,535	1,587	1,640	1,695	1,752	1,811	1,872
	<b>29,784</b>	<b>30,087</b>	<b>30,671</b>	<b>31,184</b>	<b>31,760</b>	<b>32,488</b>	<b>33,305</b>	<b>33,675</b>	<b>34,084</b>	<b>34,702</b>
<b>Net Operating Result</b>	<b>8,056</b>	<b>8,934</b>	<b>9,585</b>	<b>10,151</b>	<b>10,520</b>	<b>11,253</b>	<b>11,861</b>	<b>12,966</b>	<b>14,035</b>	<b>15,097</b>
Capital Grants/Contributions	2,460	2,498	2,572	2,587	2,627	2,766	2,909	2,992	3,025	3,138
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>5,596</b>	<b>6,436</b>	<b>7,013</b>	<b>7,563</b>	<b>7,893</b>	<b>8,486</b>	<b>8,952</b>	<b>9,974</b>	<b>11,010</b>	<b>11,959</b>

## Attachment 10 – Funding Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	8,056	8,934	9,585	10,151	10,520	11,253	11,861	12,966	14,035	15,097
<i>Add Back non-funded items:</i>										
Depreciation	7,906	8,069	8,229	8,452	8,788	9,284	9,450	9,741	9,939	10,080
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	14,529	13,305	18,804	32,653	44,990	19,374	29,104	22,060	17,410	20,700
Transfers from Internally Restricted Cash										
Proceeds from sale of assets										
Loan Funds Utilised										
Repayments from Deferred Debtors										
<b>Funds Available</b>	<b>30,492</b>	<b>30,307</b>	<b>36,618</b>	<b>51,255</b>	<b>64,298</b>	<b>39,911</b>	<b>50,415</b>	<b>44,767</b>	<b>41,384</b>	<b>45,877</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	14,548	14,474	19,490	28,840	41,976	15,157	25,384	17,923	13,326	16,945
Repayment of principal on loans	1,912	2,051	2,189	2,338	2,536	2,719	2,899	3,117	3,343	3,572
Transfers to Externally Restricted Cash	14,031	13,783	14,938	20,077	19,786	22,035	22,132	23,727	24,715	25,360
Transfers to Internally Restricted Cash										
<b>Funds Use</b>	<b>30,492</b>	<b>30,307</b>	<b>36,618</b>	<b>51,255</b>	<b>64,298</b>	<b>39,911</b>	<b>50,415</b>	<b>44,767</b>	<b>41,385</b>	<b>45,877</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>

# Attachment 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
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	1,000	1,374	1,000	1,000	1,000	2,000	1,000	2,000	2,000	2,000
Investments	30,091	30,091	28,489	22,824	11,516	12,202	9,494	9,731	12,939	14,970
Receivables	4,021	4,136	4,224	4,240	4,150	4,305	4,378	4,530	4,732	4,915
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets										
Other	41	42	43	44	45	46	48	49	50	51
<b>Total current assets</b>	<b>35,153</b>	<b>35,643</b>	<b>33,756</b>	<b>28,108</b>	<b>16,711</b>	<b>18,553</b>	<b>14,921</b>	<b>16,309</b>	<b>19,721</b>	<b>21,936</b>
<b>Non-current assets</b>										
Investments	36,693	36,693	34,741	27,832	14,043	14,879	11,578	11,866	15,778	18,255
Receivables	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant and equipment	582,252	588,657	599,918	620,306	653,494	659,367	675,301	683,483	686,871	693,736
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangible assets	22	22	22	22	22	22	22	22	22	22
Right of use assets										
Investments Accounted for using the equity method										
Other										
<b>Total non-current assets</b>	<b>618,967</b>	<b>625,372</b>	<b>634,680</b>	<b>648,160</b>	<b>667,559</b>	<b>674,268</b>	<b>686,901</b>	<b>695,372</b>	<b>702,671</b>	<b>712,013</b>
<b>Total assets</b>	<b>654,120</b>	<b>661,015</b>	<b>668,436</b>	<b>676,268</b>	<b>684,270</b>	<b>692,821</b>	<b>701,821</b>	<b>711,681</b>	<b>722,392</b>	<b>733,948</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	744	756	782	801	820	837	876	887	905	937
Borrowings	2,051	2,189	2,338	2,536	2,719	2,899	3,117	3,343	3,572	-
Provisions										
<b>Total current liabilities</b>	<b>2,795</b>	<b>2,945</b>	<b>3,121</b>	<b>3,338</b>	<b>3,539</b>	<b>3,736</b>	<b>3,993</b>	<b>4,230</b>	<b>4,477</b>	<b>937</b>
<b>Non-current liabilities</b>										
Payables										
Borrowings	51,801	49,612	47,274	44,738	42,018	39,119	36,002	32,659	29,087	29,087
Provisions										
<b>Total non-current liabilities</b>	<b>51,801</b>	<b>49,612</b>	<b>47,274</b>	<b>44,738</b>	<b>42,018</b>	<b>39,119</b>	<b>36,002</b>	<b>32,659</b>	<b>29,087</b>	<b>29,087</b>
<b>Total liabilities</b>	<b>54,596</b>	<b>52,557</b>	<b>50,395</b>	<b>48,075</b>	<b>45,557</b>	<b>42,855</b>	<b>39,995</b>	<b>36,888</b>	<b>33,564</b>	<b>30,023</b>
<b>Net assets</b>	<b>599,523</b>	<b>608,457</b>	<b>618,042</b>	<b>628,193</b>	<b>638,713</b>	<b>649,965</b>	<b>661,827</b>	<b>674,793</b>	<b>688,828</b>	<b>703,925</b>
<b>EQUITY</b>										
Retained earnings	236,802	245,736	255,321	265,472	275,992	287,244	299,106	312,072	326,107	341,204
Revaluation reserves	362,721	362,721	362,721	362,721	362,721	362,721	362,721	362,721	362,721	362,721
Council equity interest	599,523	608,457	618,042	628,193	638,713	649,965	661,827	674,793	688,828	703,925
<b>Total equity</b>	<b>599,523</b>	<b>608,457</b>	<b>618,042</b>	<b>628,193</b>	<b>638,713</b>	<b>649,965</b>	<b>661,827</b>	<b>674,793</b>	<b>688,828</b>	<b>703,925</b>

## Attachment 12 – Cash Flow Statement – Water Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	6,356	6,590	6,819	7,054	7,294	7,545	7,807	8,077	8,353	8,639
User charges and fees	27,182	28,064	29,018	30,002	31,010	32,042	33,098	34,180	35,288	36,422
Investment revenue and interest	956	956	938	829	567	336	354	288	268	404
Grants and contributions	2,880	2,924	3,004	3,027	3,073	3,219	3,369	3,459	3,500	3,619
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	359	375	392	410	428	447	468	489	512	535
<b>Payments:</b>										
Employee benefits and on-costs	(4,988)	(5,091)	(5,186)	(5,312)	(5,442)	(5,575)	(5,711)	(5,851)	(5,994)	(6,141)
Materials & contracts	(11,620)	(11,739)	(12,143)	(12,414)	(12,672)	(12,901)	(13,521)	(13,648)	(13,875)	(14,361)
Borrowing costs	(3,882)	(3,743)	(3,605)	(3,456)	(3,258)	(3,075)	(2,895)	(2,677)	(2,451)	(2,222)
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,390)	(1,437)	(1,485)	(1,535)	(1,587)	(1,640)	(1,695)	(1,752)	(1,811)	(1,872)
<b>Net cash provided in operating activities</b>	<b>15,851</b>	<b>16,899</b>	<b>17,752</b>	<b>18,604</b>	<b>19,415</b>	<b>20,399</b>	<b>21,274</b>	<b>22,566</b>	<b>23,789</b>	<b>25,024</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	610	-	3,554	12,574	25,097	-	6,010	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	(14,548)	(14,474)	(19,490)	(28,840)	(41,976)	(15,157)	(25,384)	(17,923)	(7,120)	(4,507)
Purchase of infrastructure property, plant & equipment	-	-	-	-	-	(1,522)	-	(526)	(7,120)	(4,507)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in investing activities</b>	<b>(13,939)</b>	<b>(14,474)</b>	<b>(15,936)</b>	<b>(16,266)</b>	<b>(16,878)</b>	<b>(16,679)</b>	<b>(19,374)</b>	<b>(18,449)</b>	<b>(20,446)</b>	<b>(21,452)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	(1,912)	(2,051)	(2,189)	(2,338)	(2,536)	(2,719)	(2,899)	(3,117)	(3,343)	(3,572)
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by financing activities</b>	<b>(1,912)</b>	<b>(2,051)</b>	<b>(2,189)</b>	<b>(2,338)</b>	<b>(2,536)</b>	<b>(2,719)</b>	<b>(2,899)</b>	<b>(3,117)</b>	<b>(3,343)</b>	<b>(3,572)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>-</b>	<b>374</b>	<b>(374)</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>(1,000)</b>	<b>1,000</b>	<b>-</b>	<b>-</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>1,000</b>	<b>1,000</b>	<b>1,374</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>1,000</b>	<b>1,374</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>

# Attachment 13 – Income Statement – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates & Annual Charges	34,274	35,449	36,664	37,902	39,167	40,488	41,866	43,288	44,740	46,243
User Charges & Fees	3,761	3,858	3,964	4,072	4,200	4,331	4,466	4,603	4,725	4,849
Other Revenues	18	18	19	19	20	20	20	21	21	22
Operating Grants & Contributions	420	426	433	439	446	453	460	467	474	482
Capital Grants & Contributions	1,612	1,637	1,685	1,696	1,714	1,812	1,905	1,959	1,981	2,054
Interest & Investment Revenue	1,320	1,434	1,515	1,357	1,378	1,507	1,702	1,892	2,110	2,248
	<b>41,406</b>	<b>42,823</b>	<b>44,279</b>	<b>45,484</b>	<b>46,924</b>	<b>48,611</b>	<b>50,419</b>	<b>52,230</b>	<b>54,050</b>	<b>55,897</b>
<b>Expenditure</b>										
Employee Costs	7,072	6,645	6,821	7,602	8,388	8,578	8,774	8,374	8,580	8,791
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	11,892	12,828	13,294	13,020	13,046	12,993	13,451	14,450	14,873	15,443
Depreciation	12,100	12,303	12,463	12,887	13,429	13,660	13,841	14,046	14,239	14,538
Other Expenses	2,269	2,344	2,421	2,501	2,584	2,669	2,758	2,849	2,943	3,041
	<b>33,333</b>	<b>34,121</b>	<b>35,000</b>	<b>36,010</b>	<b>37,447</b>	<b>37,900</b>	<b>38,824</b>	<b>39,719</b>	<b>40,635</b>	<b>41,812</b>
<b>Net Operating Result</b>	<b>8,072</b>	<b>8,703</b>	<b>9,278</b>	<b>9,474</b>	<b>9,477</b>	<b>10,711</b>	<b>11,595</b>	<b>12,511</b>	<b>13,415</b>	<b>14,085</b>
Capital Grants/Contributions	1,612	1,637	1,685	1,696	1,714	1,812	1,905	1,959	1,981	2,054
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>6,460</b>	<b>7,066</b>	<b>7,593</b>	<b>7,778</b>	<b>7,763</b>	<b>8,899</b>	<b>9,690</b>	<b>10,552</b>	<b>11,435</b>	<b>12,031</b>

## Attachment 14 – Funding Statement – Sewer Fund

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result (Income Statement)	8,072	8,703	9,278	9,474	9,477	10,711	11,595	12,511	13,415	14,085
<i>Add Back non-funded items:</i>										
Depreciation	12,100	12,303	12,463	12,887	13,429	13,860	13,841	14,046	14,239	14,538
<i>Add non-operating funding sources</i>										
Transfers from Externally Restricted Cash	10,881	4,777	25,483	31,565	12,530	11,432	12,603	11,997	18,505	15,433
Transfers from Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Loan Funds Utilised	-	-	-	-	-	-	-	-	-	-
Repayments from Deferred Debtors	-	-	-	-	-	-	-	-	-	-
<b>Funds Available</b>	<b>31,053</b>	<b>25,784</b>	<b>47,225</b>	<b>53,925</b>	<b>35,436</b>	<b>35,802</b>	<b>38,039</b>	<b>38,554</b>	<b>46,159</b>	<b>44,055</b>
<i>Funds were applied to:</i>										
Purchase and construction of assets	12,680	10,109	25,929	33,178	14,459	11,508	12,931	12,213	18,587	15,581
Repayment of principal on loans	-	-	-	-	-	-	-	-	-	-
Transfers to Externally Restricted Cash	18,373	15,675	21,296	20,748	20,978	24,295	25,108	26,341	27,572	28,474
Transfers to Internally Restricted Cash	-	-	-	-	-	-	-	-	-	-
<b>Funds Used</b>	<b>31,053</b>	<b>25,784</b>	<b>47,225</b>	<b>53,925</b>	<b>35,437</b>	<b>35,803</b>	<b>38,039</b>	<b>38,554</b>	<b>46,159</b>	<b>44,055</b>
<b>Increase/(Decrease) in Available Working Capital</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

# Attachment 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
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>										
<b>Current assets</b>										
Cash and cash equivalents	2,000	2,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000
Investments	52,288	57,930	56,246	50,581	54,409	61,051	67,514	74,938	79,613	86,354
Receivables	2,812	2,941	2,992	3,009	3,135	3,288	3,442	3,608	3,743	3,903
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets	57	61	63	63	63	63	65	70	72	74
Other	57,157	62,932	60,301	54,652	59,607	66,402	73,021	80,616	85,428	92,331
<b>Total current assets</b>										
<b>Non-current assets</b>										
Investments	47,771	52,926	51,387	46,212	49,709	55,777	61,681	68,464	72,735	78,894
Receivables										
Infrastructure, property, plant and equipment	602,302	600,107	613,573	633,864	634,894	632,742	631,832	630,000	634,348	635,392
Investments Accounted for using the equity method										
Intangible assets	27	27	27	27	27	27	27	27	27	27
Right of use assets										
Investments Accounted for using the equity method										
Other										
<b>Total non-current assets</b>										
<b>Total assets</b>										
	650,100	653,060	664,987	680,103	684,629	688,546	693,541	698,491	707,110	714,313
	707,257	715,992	725,288	734,755	744,236	754,948	766,561	779,106	792,538	806,644
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Payables	450	482	499	493	497	498	515	550	566	587
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions										
<b>Total current liabilities</b>										
	450	482	499	493	497	498	515	550	566	587
<b>Non-current liabilities</b>										
Payables										
Borrowings										
Provisions										
<b>Total non-current liabilities</b>										
<b>Total liabilities</b>										
	450	482	499	493	497	498	515	550	566	587
<b>Net assets</b>										
	706,807	715,510	724,788	734,262	743,740	754,451	766,046	778,557	791,972	806,057
<b>EQUITY</b>										
Retained earnings	274,938	283,641	292,919	302,393	311,871	322,582	334,177	346,688	360,103	374,188
Revaluation reserves	431,869	431,869	431,869	431,869	431,869	431,869	431,869	431,869	431,869	431,869
Council equity interest	706,807	715,510	724,788	734,262	743,740	754,451	766,046	778,557	791,972	806,057
<b>Total equity</b>										
	706,807	715,510	724,788	734,262	743,740	754,451	766,046	778,557	791,972	806,057

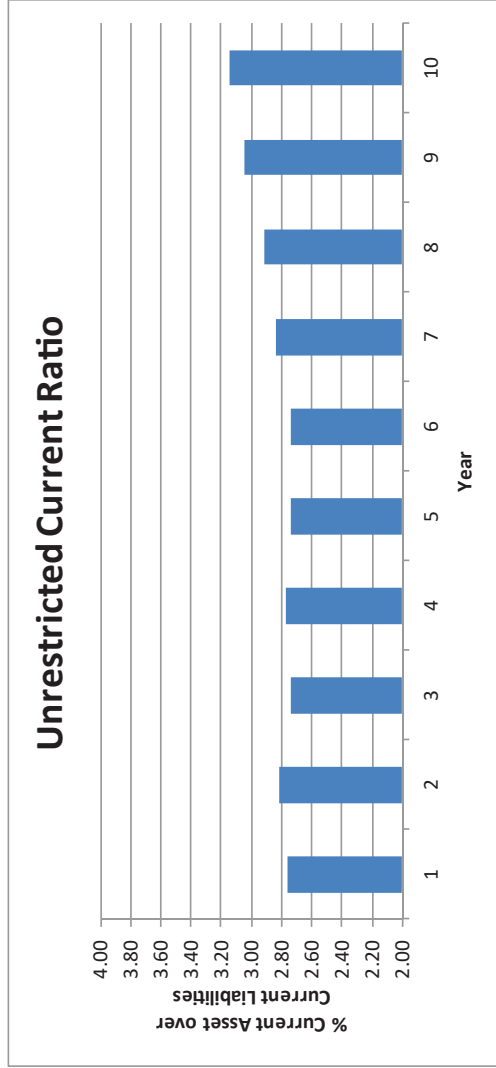


**Attachment 16 – Cash Flow Statement – Sewer Fund**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>										
<b>Receipts:</b>										
Rates and annual charges	34,224	35,401	36,614	37,851	39,114	40,433	41,809	43,229	44,680	46,181
User charges and fees	3,738	3,836	3,940	4,047	4,171	4,302	4,435	4,572	4,698	4,821
Investment revenue and interest	1,280	1,376	1,538	1,415	1,333	1,439	1,636	1,815	2,062	2,178
Grants and contributions	2,032	2,063	2,118	2,135	2,160	2,265	2,365	2,426	2,455	2,535
Bonds and Deposits received	-	-	-	-	-	-	-	-	-	-
Other	18	18	19	19	20	20	20	21	21	22
Internal transfers	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Employee benefits and on-costs	(7,072)	(6,645)	(6,821)	(7,602)	(8,388)	(8,578)	(8,774)	(8,374)	(8,580)	(8,791)
Materials & contracts	(11,896)	(12,800)	(13,279)	(13,026)	(13,043)	(12,992)	(13,436)	(14,420)	(14,859)	(15,424)
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Bonds and Deposits refunded	-	-	-	-	-	-	-	-	-	-
Other	(2,269)	(2,344)	(2,421)	(2,501)	(2,584)	(2,669)	(2,758)	(2,849)	(2,943)	(3,041)
<b>Net cash provided in operating activities</b>	<b>20,056</b>	<b>20,906</b>	<b>21,706</b>	<b>22,338</b>	<b>22,783</b>	<b>24,219</b>	<b>25,297</b>	<b>26,420</b>	<b>27,533</b>	<b>28,481</b>
<b>Cash flows from investing activities</b>										
<b>Receipts:</b>										
Sale of investments	-	-	3,223	10,839	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Sale of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of investments	(6,375)	(10,797)	-	-	(7,324)	(12,711)	(12,367)	(14,207)	(8,946)	(12,900)
Purchase of infrastructure property, plant & equipment	(12,680)	(10,109)	(25,929)	(33,178)	(14,459)	(11,508)	(12,931)	(12,213)	(18,587)	(15,581)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Purchase of interests in joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash used in investing activities</b>	<b>(19,056)</b>	<b>(20,906)</b>	<b>(22,706)</b>	<b>(22,338)</b>	<b>(21,783)</b>	<b>(24,219)</b>	<b>(25,297)</b>	<b>(26,420)</b>	<b>(27,533)</b>	<b>(28,481)</b>
<b>Cash flows from financing activities</b>										
<b>Receipts:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Borrowings and advances	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>1,000</b>	<b>-</b>	<b>(1,000)</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash and cash equivalents at beginning of reporting period</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>2,000</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>

# Attachment 17 – Unrestricted Current Ratio – Consolidated

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
2.76	2.82	2.74	2.77	2.74	2.74	2.84	2.92	3.05	3.15



# Attachment 18 – Capital Works

Asset Category	Year 1 2021/22 \$'000	Year 2 2022/23 \$'000	Year 3 2023/24 \$'000	Year 4 2024/25 \$'000	Year 5 2025/26 \$'000	Year 6 2026/27 \$'000	Year 7 2027/28 \$'000	Year 8 2028/29 \$'000	Year 9 2029/30 \$'000	Year 10 2030/31 \$'000
Artworks	33	34	35	36	36	37	38	38	39	40
Bridges	2,096	776	1,168	776	776	0	0	0	0	0
Community Land	0	0	0	0	0	0	0	349	0	0
Equipment	71	73	74	76	78	79	81	83	85	86
Fleet	4,737	4,921	5,733	4,539	5,281	4,844	4,279	5,992	5,892	4,737
Intangibles: Software	138	142	146	150	154	158	162	166	170	175
Kerb & Gutter	80	82	83	85	87	88	90	92	94	96
Non Specialised Buildings	3,609	6,893	8,861	8,009	1,103	817	832	846	861	877
Operational Land	890	300	300	300	300	0	0	0	0	0
Other Infrastructure	8,803	2,000	6,072	125	10,000	10,226	0	0	0	0
Other Structures Rec Services	110	112	114	116	119	121	124	126	129	131
Roads	16,006	15,330	15,637	15,654	15,144	14,918	15,179	15,446	15,717	15,994
Sewer Infrastructure	12,680	10,109	25,864	33,178	14,459	11,508	12,931	12,213	18,587	15,581
Stormwater Drainage	939	1,425	1,432	1,438	1,445	1,452	1,459	1,466	1,474	1,481
Street Furniture	46	47	48	49	50	51	52	53	54	55
Water Infrastructure	14,529	14,453	19,470	28,818	41,954	15,135	25,361	17,550	13,302	16,920
<b>Grand Total</b>	<b>64,768</b>	<b>56,697</b>	<b>85,037</b>	<b>93,350</b>	<b>90,985</b>	<b>59,434</b>	<b>60,587</b>	<b>54,422</b>	<b>56,404</b>	<b>56,174</b>

# Attachment 19 – Sensitivity Analysis – Consolidated

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Fund Rates	O	1,187	1,215	1,245	1,276	1,308	1,341	1,374	1,409	1,444	1,480
	A	60,730	62,248	63,804	65,399	67,034	68,709	70,427	72,188	73,992	75,842
	W	(594)	(607)	(622)	(638)	(654)	(670)	(687)	(704)	(722)	(740)
User Charges & Fees (non statutory)	O	500	514	529	545	561	577	594	611	628	646
	A	52,546	54,012	55,584	57,199	58,869	60,585	62,341	64,146	65,973	67,851
	W	(1,001)	(1,029)	(1,059)	(1,089)	(1,121)	(1,154)	(1,187)	(1,222)	(1,257)	(1,292)
Interest Received	O	3,614	3,694	3,717	3,532	3,342	3,431	3,514	3,637	3,788	3,942
	A	6,325	6,464	6,506	6,181	5,849	6,004	6,150	6,366	6,629	6,899
	W	(3,614)	(3,694)	(3,717)	(3,532)	(3,342)	(3,431)	(3,514)	(3,637)	(3,788)	(3,942)
Employee Costs	O	(581)	(588)	(602)	(623)	(644)	(660)	(676)	(687)	(704)	(721)
	A	59,903	60,393	61,652	63,566	65,508	66,880	68,281	69,113	70,576	72,070
	W	291	294	301	311	322	330	338	343	352	361
Borrowing Costs	O	(40)	(87)	(212)	(258)	(303)	(349)	(377)	(401)	(425)	(449)
	A	8,440	7,978	7,574	7,059	6,537	6,027	5,487	4,889	4,324	3,715
	W	40	87	212	258	303	349	377	401	425	449
Materials & Contracts	O	(573)	(578)	(590)	(611)	(611)	(625)	(665)	(673)	(679)	(700)
	A	58,867	59,367	60,665	62,770	62,784	64,251	66,345	69,121	69,777	71,944
	W	573	578	590	611	611	625	665	673	679	700

O = Optimistic      A = Adopted      W = Worse case

# Attachment 20 – Rate Notice estimate

	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26	Year 6 2026/27	Year 7 2027/28	Year 8 2028/29	Year 9 2029/30	Year 10 2030/31
<b>Rates - minimum</b>										
Residential - @ 2% increase	\$1,124.70	\$1,147.20	\$1,170.10	\$1,193.50	\$1,217.40	\$1,241.70	\$1,266.50	\$1,291.80	\$1,317.60	\$1,344.00
<b>Waste Management</b>										
Domestic Waste Service Charge *	\$185.00	\$190.60	\$196.30	\$202.20	\$208.30	\$214.50	\$220.90	\$227.50	\$234.30	\$241.30
Domestic Waste Management Charge	\$71.90	\$74.10	\$76.30	\$78.60	\$81.00	\$83.40	\$85.90	\$88.50	\$91.20	\$93.90
Waste Minimisation and Recycling Charge *	\$80.00	\$82.40	\$84.90	\$87.40	\$90.00	\$92.70	\$95.50	\$98.40	\$101.40	\$104.40
Landfill Management Charge	\$57.50	\$59.20	\$61.00	\$62.80	\$64.70	\$66.60	\$68.60	\$70.70	\$72.80	\$75.00
	\$394.40	\$406.30	\$418.50	\$431.00	\$444.00	\$457.20	\$470.90	\$485.10	\$499.70	\$514.60
<b>Sewer Access Charge</b>	\$881.35	\$894.90	\$908.70	\$922.70	\$936.90	\$951.35	\$966.00	\$980.90	\$996.00	\$1,011.35
<b>Water Access Charge</b>										
20mm service	\$182.10	\$184.90	\$187.75	\$190.65	\$193.60	\$196.60	\$199.65	\$202.70	\$205.80	\$208.95
<b>Water Volumetric</b>										
@ 200 Kl	\$632.00	\$644.00	\$656.00	\$668.00	\$680.00	\$692.00	\$704.00	\$716.00	\$728.00	\$740.00
Water Volumetric /Kl	\$3.16	\$3.22	\$3.28	\$3.34	\$3.40	\$3.46	\$3.52	\$3.58	\$3.64	\$3.70
<b>Total for a Residential Property</b>	<b>\$3,214.55</b>	<b>\$3,277.30</b>	<b>\$3,341.05</b>	<b>\$3,405.85</b>	<b>\$3,471.90</b>	<b>\$3,538.85</b>	<b>\$3,607.05</b>	<b>\$3,676.50</b>	<b>\$3,747.10</b>	<b>\$3,818.90</b>

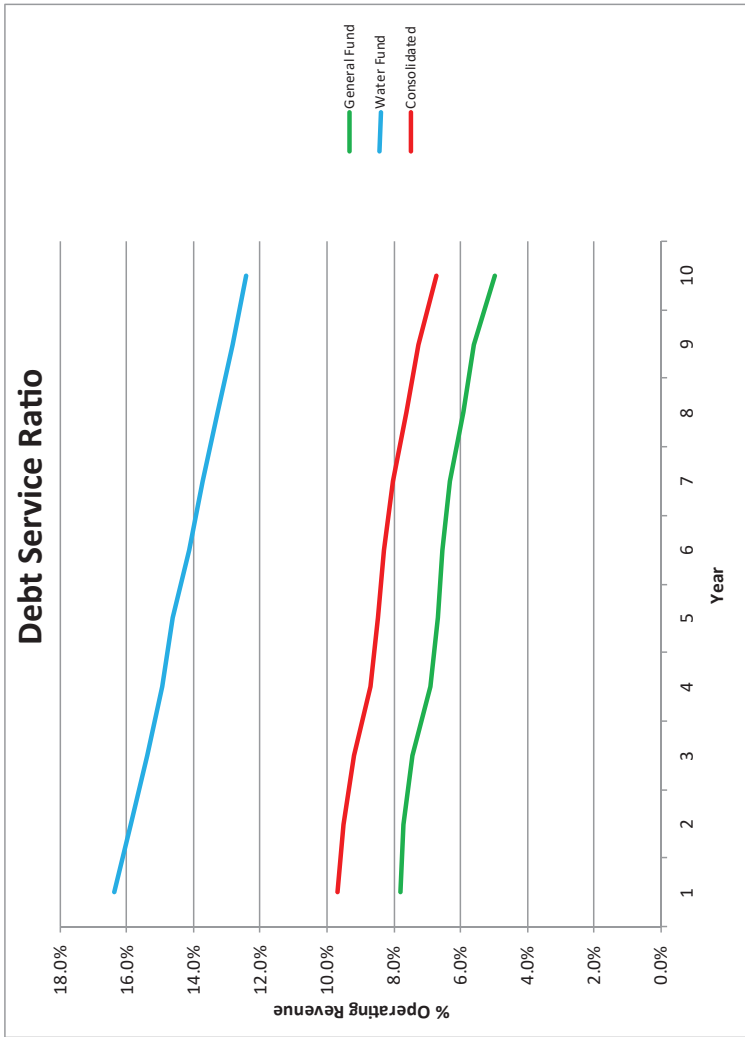
\* based on typical bin sizes and collection frequency

# Attachment 21

## Financial Goals

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
7.8%	7.7%	7.4%	6.9%	6.7%	6.5%	6.3%	5.9%	5.6%	5.0%
16.4%	15.9%	15.4%	15.0%	14.6%	14.1%	13.7%	13.3%	12.8%	12.4%
9.67%	9.52%	9.21%	8.70%	8.48%	8.27%	8.00%	7.60%	7.28%	6.72%

General Fund  
Water Fund  
Consolidated





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