Long Term Financial Plan

Supporting the 2013/2023 Community Strategic 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**

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

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Consolidated** | **General** | **Water** | **Sewer** |
|  |  |  |  |  |
| *Unrestricted Current ratio* | > 2:1 | > 2:1 | n/a | n/a |
| *Unrestricted Cash* | >$8m | >$4m | >$2m | >$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.

**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 2012/2013 Budget is used as the base year for the Long Term Financial Plan.
* Local and national economic activity to remain similar to current conditions.
* Revenue funded seven year plan projects to continue as ongoing expenditure after 2012/13.
* Asset management or service expenditures created by new infrastructure and facilities, funded from Section 94 plans or contributed by developers, will commence in the year following construction/contribution.
* Any budget surplus for General Fund has been utilised for asset management expenditure. Any surpluses in Water and Sewer Funds have been placed into reserves for future asset replacement works.

Income Statement - Revenue

|  |  |
| --- | --- |
| ***Rates and Annual Charges*** | Rate pegging (set by IPART) at 2.4%, plus 0.5% growth in assessable properties for year 1 and 2 (2015/16, 2016/17); 2.5% rate pegging plus 0.5% growth for years 4 to 10.  **Cobaki LEDA Manorstead Special Rate**  Council is also proposing to prepare, with input from LEDA Manorstead Pty Ltd, a Special Rate Variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART) to fund the long term maintenance and management of environmental protection lands within LEDA’s Cobaki development. The proposed Special Rate Variation is aimed at raising an additional $550,000 in 2016/17 and indexed with annual rate pegging in subsequent years. This will equate to an approximate 0.9% above rate pegging increase. The proposed on-going Special Rate is to be levied solely on properties associated with the Cobaki subdivision and all funds raised from the special rate levy will be allocated to the management of the environmental protection land.  Water Access Charges are predicted to increase between $6.98 and $17.80 for each of the 10 years.  Sewer Access Charges are predicted to increase between $50 and $79 for each of the 10 years.  Domestic Waste Management charges are based on the reasonable costs calculations as required by legislation. The introduction of the Waste Levy by the NSW Government will see charges increase initially before more moderate increases in later years. |
|  |  |
| **User Charges and fees** | 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.  Water Volumetric Charges are predicted to increase between 25c/kl and 30c/kl for each of the 10 years.  Other fees and charges to increase by 5% per annum. |
|  |  |
| **Interest received** | Interest on investments estimated at 3.5 per cent. |
|  |  |
| **Other revenues** | Other revenues to increase by 5% per annum. |
|  |  |
| **Operating Grants**  **and Contributions** | Financial Assistance grant 0% years 1 and 2, and to increase by 1 per cent per annum from year 3 (2017/18)  Pensioner Rate Subsidies to remain static.  Recurring operating grants and contributions to increase by 3 per cent per annum. |
|  |  |
| **Capital Grants**  **and Contributions** | Section 94 fees to increase by 3% per annum.  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.  Section 64 fees are based on predicted population increases used in the calculation of Developer Services Plan charges. |

Income Statement - Expenditure

|  |  |
| --- | --- |
| **Employee benefits**  **and on-costs** | Employee costs to increase by 3 per cent for year 1 (2015/16), 3.1% in year 2, and 3.3% per annum thereafter. Based on known and expected award increases for the next year. |
|  |  |
| **Borrowing Costs** | Interest rate for new borrowings predicted to be 6%.  Repayments of interest and principal of existing loans are known from current loan repayment schedules.  The proposed borrowings program provides for annual borrowings of approximately:   |  |  | | --- | --- | | **General** | **Annual** | | Public Toilets | $100,000 | | Bridges | $776,000 | | Drainage | $1,100,000 | | Flood Mitigation | $100,000 to $200,000 | |
|  |  |
| **Materials and Contracts** | Materials, contracts, and other costs to increase by 3 per cent per annum based on recent CPI.  Postage to increase by 7% in 2015/16 |
|  |  |
| **Plant Hire** (Council's own fleet) | Costs to increase by 3.2 per cent per annum. |
|  |  |
| **Depreciation**  **and Amortisation** | Depreciation expense has been calculated based on expected acquisitions and useful lives. Asset prediction modelling and assumptions need more testing and maturity before detailed information is known. |
|  |  |
| **Other Expenses** | Electricity costs (excluding street lighting) to increase by 2 per cent per annum.  Insurance premiums (excluding workers compensation) to increase by 2 per cent per annum. |

Balance Sheet - Assets

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

Balance Sheet - Liabilities & Equity

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

Cash Flow - operating activities

|  |  |
| --- | --- |
| **Receipts** | From Income Statement |
| **Payments** | From Income Statement |

Cash Flow - investing activities

|  |  |
| --- | --- |
| **Receipts** | Disposals from budget |
| **Payments** | Additions - from capital expenditure list |

Cash Flow - financing activities

|  |  |
| --- | --- |
| **Receipts** | Balance from loan borrowings in budget |
| **Payments** | Balance from repayments in budget |

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

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

**Reviewing of the Long Term Financial Plan**

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

**Commentary on Projections:**

*Operating Result: (attachment 1, 5, 9, 13)*

The operating results for the consolidated and Water and Sewerage fund Income Statements show surpluses before capital contributions at various stages. The General fund continues to show deficit results in the long term. A surplus is a positive result and meets one of the key financial goals of providing surplus results before capital grants and contributions.

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

*Asset Management (attachment 21)*

Attachment 21 highlights a shortfall in asset management funding for General Fund assets which is not significantly improved over the 10-year period.

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

*Unrestricted Current Ratio (attachment 17)*

The Unrestricted Current ratio maintains a balance above 2:1 for all 10 years of the Long Term Financial Plan. When the ratio begins to approach 3:1, consideration should be given to using these excess funds to improve the asset management funding gap as highlighted in Section 2 of the Resourcing Strategy. However, this can only be achieved if cash is the major component of the ratio.

*Debt Service Ratio (attachment 22)*

The predicted Debt Service Ratios for the individual and consolidated funds are within the Long Term Financial Plan goals from year two onwards.

*Sensitivity Analysis (Modelling Scenarios) (attachment 19)*

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

Attachments - planned scenario

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

**Attachment 1a - Income Statement Consolidated (With Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **Income** |  |  |  |  |  |  |  |  |  |  |
| Rates & Annual Charges | 98,086 | 103,832 | 108,323 | 113,268 | 118,598 | 124,304 | 131,539 | 137,475 | 143,826 | 150,091 |
| User Charges & Fees | 41,375 | 45,020 | 46,772 | 50,245 | 53,853 | 57,611 | 62,294 | 65,678 | 69,272 | 72,938 |
| Interest Received | 7,751 | 8,449 | 10,042 | 10,948 | 11,839 | 12,958 | 13,963 | 16,313 | 16,942 | 15,309 |
| Other Operating Revenues | 1,875 | 1,960 | 2,049 | 2,142 | 2,239 | 2,341 | 2,448 | 2,560 | 2,677 | 2,800 |
| Operating Grants & Contributions | 16,273 | 16,164 | 16,341 | 16,581 | 16,827 | 17,078 | 17,334 | 17,596 | 17,864 | 18,068 |
| Capital Grants & Contributions | 9,750 | 24,743 | 6,074 | 8,446 | 8,052 | 9,517 | 27,092 | 5,037 | 7,839 | 9,020 |
|  | **175,111** | **200,167** | **189,599** | **201,630** | **211,408** | **223,809** | **254,670** | **244,660** | **258,421** | **268,226** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |
| Employee Costs | 51,595 | 53,174 | 54,911 | 56,698 | 58,555 | 60,473 | 62,454 | 64,499 | 66,612 | 68,794 |
| Borrowing Costs | 12,977 | 12,639 | 12,278 | 11,882 | 11,502 | 11,021 | 10,560 | 10,043 | 9,491 | 8,951 |
| Materials & Contracts | 48,282 | 51,244 | 51,314 | 52,674 | 54,514 | 56,466 | 57,734 | 59,702 | 61,382 | 63,561 |
| Depreciation | 42,058 | 42,940 | 43,768 | 44,577 | 45,395 | 46,418 | 47,582 | 48,602 | 49,660 | 51,276 |
| Other Expenses | 15,293 | 15,721 | 16,161 | 16,613 | 17,079 | 17,559 | 18,052 | 18,560 | 19,083 | 19,621 |
|  | **170,205** | **175,718** | **178,433** | **182,444** | **187,045** | **191,937** | **196,382** | **201,406** | **206,227** | **212,203** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result** | **4,906** | **24,449** | **11,167** | **19,186** | **24,363** | **31,871** | **58,289** | **43,254** | **52,193** | **56,023** |
|  |  |  |  |  |  |  |  |  |  |  |
| Capital Grants/Contributions | 9,750 | 24,743 | 6,074 | 8,446 | 8,052 | 9,517 | 27,092 | 5,037 | 7,839 | 9,020 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result before Capital Grants & Contributions** | **(4,844)** | **(295)** | **5,093** | **10,740** | **16,311** | **22,355** | **31,197** | **38,217** | **44,354** | **47,003** |

**Attachment 1b - Income Statement Consolidated (Base Case - Without Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **Income** |  |  |  |  |  |  |  |  |  |  |
| Rates & Annual Charges | 98,086 | 103,282 | 107,759 | 112,690 | 118,006 | 123,697 | 130,917 | 136,837 | 143,172 | 149,421 |
| User Charges & Fees | 41,375 | 45,020 | 46,772 | 50,245 | 53,853 | 57,611 | 62,294 | 65,678 | 69,272 | 72,938 |
| Interest Received | 7,751 | 8,449 | 10,042 | 10,948 | 11,839 | 12,958 | 13,963 | 16,313 | 16,942 | 15,309 |
| Other Operating Revenues | 1,875 | 1,960 | 2,049 | 2,142 | 2,239 | 2,341 | 2,448 | 2,560 | 2,677 | 2,800 |
| Operating Grants & Contributions | 16,273 | 16,164 | 16,341 | 16,581 | 16,827 | 17,078 | 17,334 | 17,596 | 17,864 | 18,068 |
| Capital Grants & Contributions | 9,750 | 24,743 | 6,074 | 8,446 | 8,052 | 9,517 | 27,092 | 5,037 | 7,839 | 9,020 |
|  | **175,111** | **199,617** | **189,036** | **201,052** | **210,816** | **223,202** | **254,048** | **244,022** | **257,767** | **267,556** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |
| Employee Costs | 51,595 | 53,174 | 54,911 | 56,698 | 58,555 | 60,473 | 62,454 | 64,499 | 66,612 | 68,794 |
| Borrowing Costs | 12,977 | 12,639 | 12,278 | 11,882 | 11,502 | 11,021 | 10,560 | 10,043 | 9,491 | 8,951 |
| Materials & Contracts | 48,282 | 50,694 | 50,750 | 52,096 | 53,922 | 55,859 | 57,112 | 59,064 | 60,728 | 62,891 |
| Depreciation | 42,058 | 42,940 | 43,768 | 44,577 | 45,395 | 46,418 | 47,582 | 48,602 | 49,660 | 51,276 |
| Other Expenses | 15,293 | 15,721 | 16,161 | 16,613 | 17,079 | 17,559 | 18,052 | 18,560 | 19,083 | 19,621 |
|  | **170,205** | **175,168** | **177,869** | **181,866** | **186,453** | **191,330** | **195,760** | **200,768** | **205,573** | **211,533** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result** | **4,906** | **24,449** | **11,167** | **19,186** | **24,363** | **31,871** | **58,289** | **43,254** | **52,193** | **56,023** |
|  |  |  |  |  |  |  |  |  |  |  |
| Capital Grants/Contributions | 9,750 | 24,743 | 6,074 | 8,446 | 8,052 | 9,517 | 27,092 | 5,037 | 7,839 | 9,020 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result before Capital Grants & Contributions** | **(4,844)** | **(295)** | **5,093** | **10,740** | **16,311** | **22,355** | **31,197** | **38,217** | **44,354** | **47,003** |

**Attachment 2a - Funding Statement Consolidated (With Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *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** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| Operating Result (Income Statement) | 4,906 | 24,449 | 11,167 | 19,186 | 24,363 | 31,871 | 58,289 | 43,254 | 52,193 | 56,023 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add Back non-funded items:* |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 42,058 | 42,940 | 43,768 | 44,577 | 45,395 | 46,418 | 47,582 | 48,602 | 49,660 | 51,276 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add non-operating funding sources* |  |  |  |  |  |  |  |  |  |  |
| Transfers from Externally Restricted Cash | 9,911 | 13,292 | 7,367 | 19,587 | 14,555 | 19,186 | 26,869 | 24,724 | 44,713 | 69,653 |
| Transfers from Internally Restricted Cash | 10,382 | 7,842 | 10,653 | 5,007 | 13,620 | 12,937 | 16,495 | 17,199 | 39,103 | 35,676 |
| Proceeds from sale of assets | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Loan Funds Utilised | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Repayments from Deferred Debtors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Funds Available** | **72,792** | **93,321** | **77,999** | **92,365** | **103,635** | **115,730** | **152,687** | **137,270** | **189,200** | **216,199** |
|  |  |  |  |  |  |  |  |  |  |  |
| *Funds were applied to:* |  |  |  |  |  |  |  |  |  |  |
| Purchase and construction of assets | 31,144 | 30,546 | 28,213 | 33,347 | 39,854 | 49,412 | 53,152 | 50,690 | 93,466 | 113,982 |
| Repayment of principal on loans | 7,731 | 8,047 | 8,443 | 8,837 | 7,553 | 7,982 | 8,548 | 9,209 | 9,404 | 9,504 |
| Transfers to Externally Restricted Cash | 7,490 | 23,755 | 5,039 | 7,411 | 8,771 | 10,230 | 27,767 | 5,702 | 8,494 | 9,669 |
| Transfers to Internally Restricted Cash | 26,428 | 30,974 | 36,304 | 42,769 | 47,456 | 48,105 | 63,220 | 71,669 | 77,835 | 83,044 |
| **Funds Used** | **72,792** | **93,321** | **77,999** | **92,365** | **103,635** | **115,730** | **152,687** | **137,270** | **189,200** | **216,199** |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Increase/(Decrease) in Available Working Capital*** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

**Attachment 2b - Funding Statement Consolidated (Base Case - Without Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *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** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| Operating Result (Income Statement) | 4,906 | 24,449 | 11,167 | 19,186 | 24,363 | 31,871 | 58,289 | 43,254 | 52,193 | 56,023 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add Back non-funded items:* |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 42,058 | 42,940 | 43,768 | 44,577 | 45,395 | 46,418 | 47,582 | 48,602 | 49,660 | 51,276 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add non-operating funding sources* |  |  |  |  |  |  |  |  |  |  |
| Transfers from Externally Restricted Cash | 9,911 | 13,292 | 7,367 | 19,587 | 14,555 | 19,186 | 26,869 | 24,724 | 44,713 | 69,653 |
| Transfers from Internally Restricted Cash | 10,382 | 7,842 | 10,653 | 5,007 | 13,620 | 12,937 | 16,495 | 17,199 | 39,103 | 35,676 |
| Proceeds from sale of assets | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Loan Funds Utilised | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Repayments from Deferred Debtors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Funds Available** | **72,792** | **93,321** | **77,999** | **92,365** | **103,635** | **115,730** | **152,687** | **137,270** | **189,200** | **216,199** |
|  |  |  |  |  |  |  |  |  |  |  |
| *Funds were applied to:* |  |  |  |  |  |  |  |  |  |  |
| Purchase and construction of assets | 31,144 | 30,546 | 28,213 | 33,347 | 39,854 | 49,412 | 53,152 | 50,690 | 93,466 | 113,982 |
| Repayment of principal on loans | 7,731 | 8,047 | 8,443 | 8,837 | 7,553 | 7,982 | 8,548 | 9,209 | 9,404 | 9,504 |
| Transfers to Externally Restricted Cash | 7,490 | 23,755 | 5,039 | 7,411 | 8,771 | 10,230 | 27,767 | 5,702 | 8,494 | 9,669 |
| Transfers to Internally Restricted Cash | 26,428 | 30,974 | 36,304 | 42,769 | 47,456 | 48,105 | 63,220 | 71,669 | 77,835 | 83,044 |
| **Funds Used** | **72,792** | **93,321** | **77,999** | **92,365** | **103,635** | **115,730** | **152,687** | **137,270** | **189,200** | **216,199** |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Increase/(Decrease) in Available Working Capital*** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

**Attachment 3a -Balance Sheet – Consolidated (With Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **ASSETS** |  |  |  |  |  |  |  |  |  |  |
| **Current assets** |  |  |  |  |  |  |  |  |  |  |
| Cash and cash equivalents | 10,259 | 18,080 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 18,000 | 18,000 |
| Investments | 96,269 | 118,052 | 133,717 | 149,963 | 168,553 | 185,785 | 222,188 | 246,878 | 244,644 | 229,186 |
| Receivables | 25,696 | 28,050 | 29,300 | 31,547 | 33,782 | 36,182 | 39,387 | 41,677 | 43,691 | 45,572 |
| Inventories | 961 | 993 | 1,009 | 1,043 | 1,079 | 1,118 | 1,140 | 1,179 | 1,209 | 1,256 |
| Other | 931 | 962 | 978 | 1,009 | 1,042 | 1,077 | 1,100 | 1,136 | 1,165 | 1,207 |
| **Total current assets** | 134,117 | 166,137 | 184,004 | 202,561 | 223,456 | 243,163 | 282,815 | 309,870 | 308,709 | 295,220 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current assets** |  |  |  |  |  |  |  |  |  |  |
| Investments | 62,175 | 65,639 | 72,845 | 81,836 | 91,038 | 99,663 | 109,698 | 120,330 | 126,256 | 129,555 |
| Receivables | 2,252 | 2,317 | 2,383 | 2,451 | 2,522 | 2,596 | 2,676 | 2,755 | 2,837 | 2,914 |
| Infrastructure, property, plant and equipment | 2,762,416 | 2,747,199 | 2,728,575 | 2,715,463 | 2,706,397 | 2,706,250 | 2,710,543 | 2,711,316 | 2,753,768 | 2,815,079 |
| Other | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| **Total non-current assets** | 2,826,845 | 2,815,157 | 2,803,805 | 2,799,752 | 2,799,959 | 2,808,511 | 2,822,919 | 2,834,403 | 2,882,864 | 2,947,550 |
| **Total assets** | 2,960,962 | 2,981,295 | 2,987,809 | 3,002,313 | 3,023,415 | 3,051,674 | 3,105,734 | 3,144,273 | 3,191,572 | 3,242,771 |
|  |  |  |  |  |  |  |  |  |  |  |
| **LIABILITIES** |  |  |  |  |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 14,947 | 15,383 | 15,630 | 16,040 | 16,483 | 16,949 | 17,307 | 17,780 | 18,210 | 18,745 |
| Borrowings | 8,047 | 8,443 | 8,837 | 7,553 | 7,982 | 8,548 | 9,209 | 9,404 | 9,504 | 8,676 |
| Provisions | 19,113 | 20,302 | 21,530 | 22,798 | 24,108 | 25,461 | 26,859 | 28,303 | 29,795 | 31,335 |
| **Total current liabilities** | 42,106 | 44,129 | 45,997 | 46,391 | 48,573 | 50,958 | 53,374 | 55,487 | 57,508 | 58,756 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 |
| Borrowings | 170,558 | 164,091 | 157,230 | 151,802 | 145,996 | 139,624 | 132,591 | 125,363 | 118,035 | 111,535 |
| Provisions | 6,018 | 6,348 | 6,688 | 7,040 | 7,403 | 7,778 | 8,166 | 8,566 | 8,980 | 9,407 |
| **Total non-current liabilities** | 176,982 | 170,844 | 164,323 | 159,247 | 153,804 | 147,807 | 141,162 | 134,334 | 127,420 | 121,346 |
| **Total liabilities** | 219,088 | 214,972 | 210,320 | 205,638 | 202,377 | 198,765 | 194,536 | 189,821 | 184,928 | 180,103 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net assets** | 2,741,874 | 2,766,322 | 2,777,489 | 2,796,675 | 2,821,038 | 2,852,909 | 2,911,198 | 2,954,451 | 3,006,645 | 3,062,668 |
|  |  |  |  |  |  |  |  |  |  |  |
| **EQUITY** |  |  |  |  |  |  |  |  |  |  |
| Retained earnings | 1,250,725 | 1,275,173 | 1,286,340 | 1,305,526 | 1,329,889 | 1,361,760 | 1,420,049 | 1,463,302 | 1,515,496 | 1,571,519 |
| Revaluation reserves | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 |
| Council equity interest | 2,741,874 | 2,766,322 | 2,777,489 | 2,796,675 | 2,821,038 | 2,852,909 | 2,911,198 | 2,954,451 | 3,006,645 | 3,062,668 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total equity** | 2,741,874 | 2,766,322 | 2,777,489 | 2,796,675 | 2,821,038 | 2,852,909 | 2,911,198 | 2,954,451 | 3,006,645 | 3,062,668 |

**Attachment 3b -Balance Sheet – Consolidated (Base Case - Without Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **ASSETS** |  |  |  |  |  |  |  |  |  |  |
| **Current assets** |  |  |  |  |  |  |  |  |  |  |
| Cash and cash equivalents | 10,259 | 18,080 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 18,000 | 18,000 |
| Investments | 96,269 | 118,052 | 133,717 | 149,963 | 168,553 | 185,785 | 222,188 | 246,878 | 244,644 | 229,186 |
| Receivables | 25,696 | 28,050 | 29,300 | 31,547 | 33,782 | 36,182 | 39,387 | 41,677 | 43,691 | 45,572 |
| Inventories | 961 | 993 | 1,009 | 1,043 | 1,079 | 1,118 | 1,140 | 1,179 | 1,209 | 1,256 |
| Other | 931 | 962 | 978 | 1,009 | 1,042 | 1,077 | 1,100 | 1,136 | 1,165 | 1,207 |
| **Total current assets** | 134,117 | 166,137 | 184,004 | 202,561 | 223,456 | 243,163 | 282,815 | 309,870 | 308,709 | 295,220 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current assets** |  |  |  |  |  |  |  |  |  |  |
| Investments | 62,175 | 65,639 | 72,845 | 81,836 | 91,038 | 99,663 | 109,698 | 120,330 | 126,256 | 129,555 |
| Receivables | 2,252 | 2,317 | 2,383 | 2,451 | 2,522 | 2,596 | 2,676 | 2,755 | 2,837 | 2,914 |
| Infrastructure, property, plant and equipment | 2,762,416 | 2,747,199 | 2,728,575 | 2,715,463 | 2,706,397 | 2,706,250 | 2,710,543 | 2,711,316 | 2,753,768 | 2,815,079 |
| Other | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| **Total non-current assets** | 2,826,845 | 2,815,157 | 2,803,805 | 2,799,752 | 2,799,959 | 2,808,511 | 2,822,919 | 2,834,403 | 2,882,864 | 2,947,550 |
| **Total assets** | 2,960,962 | 2,981,295 | 2,987,809 | 3,002,313 | 3,023,415 | 3,051,674 | 3,105,734 | 3,144,273 | 3,191,572 | 3,242,771 |
|  |  |  |  |  |  |  |  |  |  |  |
| **LIABILITIES** |  |  |  |  |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 14,947 | 15,383 | 15,630 | 16,040 | 16,483 | 16,949 | 17,307 | 17,780 | 18,210 | 18,745 |
| Borrowings | 8,047 | 8,443 | 8,837 | 7,553 | 7,982 | 8,548 | 9,209 | 9,404 | 9,504 | 8,676 |
| Provisions | 19,113 | 20,302 | 21,530 | 22,798 | 24,108 | 25,461 | 26,859 | 28,303 | 29,795 | 31,335 |
| **Total current liabilities** | 42,106 | 44,129 | 45,997 | 46,391 | 48,573 | 50,958 | 53,374 | 55,487 | 57,508 | 58,756 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 |
| Borrowings | 170,558 | 164,091 | 157,230 | 151,802 | 145,996 | 139,624 | 132,591 | 125,363 | 118,035 | 111,535 |
| Provisions | 6,018 | 6,348 | 6,688 | 7,040 | 7,403 | 7,778 | 8,166 | 8,566 | 8,980 | 9,407 |
| **Total non-current liabilities** | 176,982 | 170,844 | 164,323 | 159,247 | 153,804 | 147,807 | 141,162 | 134,334 | 127,420 | 121,346 |
| **Total liabilities** | 219,088 | 214,972 | 210,320 | 205,638 | 202,377 | 198,765 | 194,536 | 189,821 | 184,928 | 180,103 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net assets** | 2,741,874 | 2,766,322 | 2,777,489 | 2,796,675 | 2,821,038 | 2,852,909 | 2,911,198 | 2,954,451 | 3,006,645 | 3,062,668 |
|  |  |  |  |  |  |  |  |  |  |  |
| **EQUITY** |  |  |  |  |  |  |  |  |  |  |
| Retained earnings | 1,250,725 | 1,275,173 | 1,286,340 | 1,305,526 | 1,329,889 | 1,361,760 | 1,420,049 | 1,463,302 | 1,515,496 | 1,571,519 |
| Revaluation reserves | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 | 1,491,149 |
| Council equity interest | 2,741,874 | 2,766,322 | 2,777,489 | 2,796,675 | 2,821,038 | 2,852,909 | 2,911,198 | 2,954,451 | 3,006,645 | 3,062,668 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total equity** | 2,741,874 | 2,766,322 | 2,777,489 | 2,796,675 | 2,821,038 | 2,852,909 | 2,911,198 | 2,954,451 | 3,006,645 | 3,062,668 |

**Attachment 4a - Cash Flow Statement – Consolidated (With Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from operating activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Rates and annual charges | 97,806 | 103,465 | 107,998 | 112,914 | 118,218 | 123,900 | 131,037 | 137,053 | 143,376 | 149,651 |
| User charges and fees | 40,309 | 43,456 | 46,240 | 48,812 | 52,368 | 56,068 | 60,279 | 64,383 | 67,890 | 71,505 |
| Investment revenue and interest | 7,547 | 7,928 | 9,662 | 10,508 | 11,387 | 12,525 | 13,293 | 15,762 | 16,782 | 15,319 |
| Grants and contributions | 26,827 | 40,991 | 22,403 | 25,012 | 24,941 | 26,579 | 44,410 | 22,617 | 25,687 | 27,075 |
| Bonds and Deposits received | - | - | - | - | - | - | - | - | - | - |
| Other | 2,023 | 2,036 | 2,114 | 2,208 | 2,330 | 2,412 | 2,521 | 2,635 | 2,755 | 2,886 |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Employee benefits and on-costs | (50,123) | (51,656) | (53,343) | (55,078) | (56,882) | (58,745) | (60,668) | (62,655) | (64,707) | (66,826) |
| Materials & contracts | (50,120) | (50,984) | (51,218) | (52,453) | (54,268) | (56,206) | (57,555) | (59,440) | (61,156) | (63,261) |
| Borrowing costs | (12,989) | (12,653) | (12,293) | (11,897) | (11,518) | (11,038) | (10,579) | (10,065) | (9,513) | (8,972) |
| Bonds and Deposits refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (15,293) | (15,721) | (16,161) | (16,613) | (17,079) | (17,559) | (18,052) | (18,560) | (19,083) | (19,621) |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided in operating activities** | **45,986** | **66,862** | **55,403** | **63,413** | **69,497** | **77,936** | **104,684** | **91,730** | **102,032** | **107,756** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from investing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Sale of investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,577,801 | 41,642,426 |
| Sale of infrastructure, property, plant & equipment | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Sale of interests in joint ventures/associates | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Purchase of investments | (7,387) | (25,247) | (22,871) | (25,236) | (27,792) | (25,858) | (46,437) | (35,323) | (15,270) | (29,483) |
| Purchase of infrastructure property, plant & equipment | (31,144) | (30,546) | (28,213) | (33,347) | (39,854) | (49,412) | (53,152) | (50,690) | (93,466) | (113,982) |
| Purchase of real estate | - | - | - | - | - | - | - | - | - | - |
| Purchase of interests in joint ventures/associates | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| **Net cash used in Investing activities** | **(34,972)** | **(52,971)** | **(48,016)** | **(56,701)** | **(64,120)** | **(72,130)** | **(98,312)** | **(84,698)** | **(95,804)** | **(100,428)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from financing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | (7,731) | (8,047) | (8,443) | (8,837) | (7,553) | (7,982) | (8,548) | (9,209) | (9,404) | (9,504) |
| Lease Liabilities |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided by financing activities** | **(5,755)** | **(6,071)** | **(6,467)** | **(6,711)** | **(5,377)** | **(5,806)** | **(6,372)** | **(7,033)** | **(7,228)** | **(7,328)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net increase/(decrease) in cash and cash equivalents** | 5,259 | 7,821 | 920 | (0) | 0 | (0) | - | (0) | (1,000) | 0 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at beginning of reporting period** | 5,000 | 10,259 | 18,080 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 18,000 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at end of reporting period** | **10,259** | **18,080** | **19,000** | **19,000** | **19,000** | **19,000** | **19,000** | **19,000** | **18,000** | **18,000** |

**Attachment 4b - Cash Flow Statement – Consolidated (Base Case - Without Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from operating activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Rates and annual charges | 97,806 | 102,915 | 107,434 | 112,336 | 117,626 | 123,293 | 130,415 | 136,415 | 142,722 | 148,981 |
| User charges and fees | 40,309 | 43,456 | 46,240 | 48,812 | 52,368 | 56,068 | 60,279 | 64,383 | 67,890 | 71,505 |
| Investment revenue and interest | 7,547 | 7,928 | 9,662 | 10,508 | 11,387 | 12,525 | 13,293 | 15,762 | 16,782 | 15,319 |
| Grants and contributions | 26,827 | 40,991 | 22,403 | 25,012 | 24,941 | 26,579 | 44,410 | 22,617 | 25,687 | 27,075 |
| Bonds and Deposits received | - | - | - | - | - | - | - | - | - | - |
| Other | 2,023 | 2,036 | 2,114 | 2,208 | 2,330 | 2,412 | 2,521 | 2,635 | 2,755 | 2,886 |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Employee benefits and on-costs | (50,123) | (51,656) | (53,343) | (55,078) | (56,882) | (58,745) | (60,668) | (62,655) | (64,707) | (66,826) |
| Materials & contracts | (50,120) | (50,434) | (50,654) | (51,875) | (53,676) | (55,599) | (56,933) | (58,802) | (60,502) | (62,591) |
| Borrowing costs | (12,989) | (12,653) | (12,293) | (11,897) | (11,518) | (11,038) | (10,579) | (10,065) | (9,513) | (8,972) |
| Bonds and Deposits refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (15,293) | (15,721) | (16,161) | (16,613) | (17,079) | (17,559) | (18,052) | (18,560) | (19,083) | (19,621) |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided in operating activities** | **45,986** | **66,862** | **55,403** | **63,413** | **69,497** | **77,936** | **104,684** | **91,730** | **102,032** | **107,756** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from investing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Sale of investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,577,801 | 41,642,426 |
| Sale of infrastructure, property, plant & equipment | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Sale of interests in joint ventures/associates | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Purchase of investments | (7,387) | (25,247) | (22,871) | (25,236) | (27,792) | (25,858) | (46,437) | (35,323) | (15,270) | (29,483) |
| Purchase of infrastructure property, plant & equipment | (31,144) | (30,546) | (28,213) | (33,347) | (39,854) | (49,412) | (53,152) | (50,690) | (93,466) | (113,982) |
| Purchase of real estate | - | - | - | - | - | - | - | - | - | - |
| Purchase of interests in joint ventures/associates | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| **Net cash used in Investing activities** | **(34,972)** | **(52,971)** | **(48,016)** | **(56,701)** | **(64,120)** | **(72,130)** | **(98,312)** | **(84,698)** | **(95,804)** | **(100,428)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from financing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | (7,731) | (8,047) | (8,443) | (8,837) | (7,553) | (7,982) | (8,548) | (9,209) | (9,404) | (9,504) |
| Lease Liabilities |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided by financing activities** | **(5,755)** | **(6,071)** | **(6,467)** | **(6,711)** | **(5,377)** | **(5,806)** | **(6,372)** | **(7,033)** | **(7,228)** | **(7,328)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net increase/(decrease) in cash and cash equivalents** | 5,259 | 7,821 | 920 | (0) | 0 | (0) | - | (0) | (1,000) | 0 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at beginning of reporting period** | 5,000 | 10,259 | 18,080 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 19,000 | 18,000 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at end of reporting period** | **10,259** | **18,080** | **19,000** | **19,000** | **19,000** | **19,000** | **19,000** | **19,000** | **18,000** | **18,000** |

**Attachment 5a - Income Statement - General Fund (With Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **Income** |  |  |  |  |  |  |  |  |  |  |
| Rates & Annual Charges | 67,629 | 70,154 | 72,256 | 74,421 | 76,650 | 78,947 | 81,312 | 83,749 | 86,258 | 88,842 |
| User Charges & Fees | 19,270 | 20,153 | 21,081 | 22,055 | 23,078 | 24,151 | 25,279 | 26,463 | 27,706 | 28,919 |
| Interest Received | 3,837 | 3,954 | 4,007 | 4,108 | 4,192 | 4,294 | 4,367 | 4,472 | 4,579 | 4,708 |
| Other Operating Revenues | 1,594 | 1,667 | 1,743 | 1,822 | 1,906 | 1,993 | 2,084 | 2,180 | 2,280 | 2,385 |
| Operating Grants & Contributions | 15,417 | 15,303 | 15,476 | 15,712 | 15,952 | 16,198 | 16,450 | 16,706 | 16,968 | 17,165 |
| Capital Grants & Contributions | 4,728 | 3,857 | 3,918 | 3,981 | 2,292 | 2,358 | 2,426 | 2,499 | 2,573 | 2,246 |
|  | **112,475** | **115,088** | **118,480** | **122,098** | **124,070** | **127,943** | **131,919** | **136,068** | **140,364** | **144,265** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |
| Employee Costs | 40,643 | 41,901 | 43,279 | 44,707 | 46,183 | 47,706 | 49,281 | 50,907 | 52,587 | 54,322 |
| Borrowing Costs | 6,149 | 5,983 | 5,806 | 5,609 | 5,420 | 5,205 | 4,982 | 4,730 | 4,455 | 4,214 |
| Materials & Contracts | 29,557 | 31,159 | 31,569 | 32,703 | 33,939 | 35,260 | 35,889 | 37,189 | 38,144 | 39,756 |
| Depreciation | 25,959 | 26,819 | 27,593 | 28,380 | 29,080 | 29,936 | 30,807 | 31,517 | 32,249 | 33,003 |
| Other Expenses | 11,473 | 11,773 | 12,080 | 12,396 | 12,721 | 13,054 | 13,396 | 13,748 | 14,109 | 14,480 |
|  | **113,782** | **117,634** | **120,328** | **123,796** | **127,343** | **131,161** | **134,355** | **138,091** | **141,543** | **145,774** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result** | **(1,307)** | **(2,546)** | **(1,848)** | **(1,698)** | **(3,273)** | **(3,218)** | **(2,436)** | **(2,023)** | **(1,179)** | **(1,509)** |
|  |  |  |  |  |  |  |  |  |  |  |
| Capital Grants/Contributions | 4,728 | 3,857 | 3,918 | 3,981 | 2,292 | 2,358 | 2,426 | 2,499 | 2,573 | 2,246 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result before Capital Grants & Contributions** | **(6,036)** | **(6,403)** | **(5,766)** | **(5,679)** | **(5,565)** | **(5,577)** | **(4,862)** | **(4,522)** | **(3,752)** | **(3,755)** |

**Attachment 5b - Income Statement - General Fund (Base Case - Without Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **Income** |  |  |  |  |  |  |  |  |  |  |
| Rates & Annual Charges | 67,629 | 69,604 | 71,692 | 73,843 | 76,058 | 78,340 | 80,690 | 83,111 | 85,604 | 88,172 |
| User Charges & Fees | 19,270 | 20,153 | 21,081 | 22,055 | 23,078 | 24,151 | 25,279 | 26,463 | 27,706 | 28,919 |
| Interest Received | 3,837 | 3,954 | 4,007 | 4,108 | 4,192 | 4,294 | 4,367 | 4,472 | 4,579 | 4,708 |
| Other Operating Revenues | 1,594 | 1,667 | 1,743 | 1,822 | 1,906 | 1,993 | 2,084 | 2,180 | 2,280 | 2,385 |
| Operating Grants & Contributions | 15,417 | 15,303 | 15,476 | 15,712 | 15,952 | 16,198 | 16,450 | 16,706 | 16,968 | 17,165 |
| Capital Grants & Contributions | 4,728 | 3,857 | 3,918 | 3,981 | 2,292 | 2,358 | 2,426 | 2,499 | 2,573 | 2,246 |
|  | **112,475** | **114,538** | **117,917** | **121,520** | **123,478** | **127,335** | **131,296** | **135,430** | **139,711** | **143,595** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |
| Employee Costs | 40,643 | 41,901 | 43,279 | 44,707 | 46,183 | 47,706 | 49,281 | 50,907 | 52,587 | 54,322 |
| Borrowing Costs | 6,149 | 5,983 | 5,806 | 5,609 | 5,420 | 5,205 | 4,982 | 4,730 | 4,455 | 4,214 |
| Materials & Contracts | 29,557 | 30,609 | 31,005 | 32,125 | 33,347 | 34,653 | 35,267 | 36,551 | 37,490 | 39,086 |
| Depreciation | 25,959 | 26,819 | 27,593 | 28,380 | 29,080 | 29,936 | 30,807 | 31,517 | 32,249 | 33,003 |
| Other Expenses | 11,473 | 11,773 | 12,080 | 12,396 | 12,721 | 13,054 | 13,396 | 13,748 | 14,109 | 14,480 |
|  | **113,782** | **117,084** | **119,764** | **123,218** | **126,751** | **130,554** | **133,732** | **137,453** | **140,890** | **145,104** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result** | **(1,307)** | **(2,546)** | **(1,848)** | **(1,698)** | **(3,273)** | **(3,218)** | **(2,436)** | **(2,023)** | **(1,179)** | **(1,509)** |
|  |  |  |  |  |  |  |  |  |  |  |
| Capital Grants/Contributions | 4,728 | 3,857 | 3,918 | 3,981 | 2,292 | 2,358 | 2,426 | 2,499 | 2,573 | 2,246 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result before Capital Grants & Contributions** | **(6,036)** | **(6,403)** | **(5,766)** | **(5,679)** | **(5,565)** | **(5,577)** | **(4,862)** | **(4,522)** | **(3,752)** | **(3,755)** |

**Attachment 6a - Funding Statement - General Fund (With Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *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** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| Operating Result (Income Statement) | (1,307) | (2,546) | (1,848) | (1,698) | (3,273) | (3,218) | (2,436) | (2,023) | (1,179) | (1,509) |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add Back non-funded items:* |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 25,959 | 26,819 | 27,593 | 28,380 | 29,080 | 29,936 | 30,807 | 31,517 | 32,249 | 33,003 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add non-operating funding sources* |  |  |  |  |  |  |  |  |  |  |
| Transfers from Externally Restricted Cash | 1,374 | 1,040 | 1,014 | 1,003 | 1,003 | 990 | 5,156 | 990 | 990 | 990 |
| Transfers from Internally Restricted Cash | 1,317 | 358 | 60 | 58 | 113 | 340 | 56 | 401 | 5 | 381 |
| Proceeds from sale of assets | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Loan Funds Utilised | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Repayments from Deferred Debtors |  |  |  |  |  |  |  |  |  |  |
| **Funds Available** | **32,877** | **30,469** | **31,863** | **31,752** | **32,626** | **33,364** | **37,036** | **34,377** | **35,597** | **36,437** |
|  |  |  |  |  |  |  |  |  |  |  |
| *Funds were applied to:* |  |  |  |  |  |  |  |  |  |  |
| Purchase and construction of assets | 21,916 | 18,662 | 19,182 | 17,021 | 18,969 | 19,020 | 21,430 | 17,775 | 18,249 | 15,738 |
| Repayment of principal on loans | 3,867 | 4,012 | 4,224 | 4,419 | 4,627 | 4,790 | 5,180 | 5,575 | 5,494 | 5,295 |
| Transfers to Externally Restricted Cash | 2,468 | 2,868 | 2,884 | 2,946 | 3,011 | 3,072 | 3,102 | 3,164 | 3,228 | 2,895 |
| Transfers to Internally Restricted Cash | 4,627 | 4,927 | 5,573 | 7,366 | 6,019 | 6,482 | 7,323 | 7,862 | 8,624 | 12,509 |
| **Funds Used** | **32,877** | **30,469** | **31,863** | **31,752** | **32,626** | **33,364** | **37,036** | **34,377** | **35,597** | **36,437** |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Increase/(Decrease) in Available Working Capital*** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

**Attachment 6b - Funding Statement - General Fund (Base Case - Without Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *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** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| Operating Result (Income Statement) | (1,307) | (2,546) | (1,848) | (1,698) | (3,273) | (3,218) | (2,436) | (2,023) | (1,179) | (1,509) |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add Back non-funded items:* |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 25,959 | 26,819 | 27,593 | 28,380 | 29,080 | 29,936 | 30,807 | 31,517 | 32,249 | 33,003 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add non-operating funding sources* |  |  |  |  |  |  |  |  |  |  |
| Transfers from Externally Restricted Cash | 1,374 | 1,040 | 1,014 | 1,003 | 1,003 | 990 | 5,156 | 990 | 990 | 990 |
| Transfers from Internally Restricted Cash | 1,317 | 358 | 60 | 58 | 113 | 340 | 56 | 401 | 5 | 381 |
| Proceeds from sale of assets | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Loan Funds Utilised | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Repayments from Deferred Debtors |  |  |  |  |  |  |  |  |  |  |
| **Funds Available** | **32,877** | **30,469** | **31,863** | **31,752** | **32,626** | **33,364** | **37,036** | **34,377** | **35,597** | **36,437** |
|  |  |  |  |  |  |  |  |  |  |  |
| *Funds were applied to:* |  |  |  |  |  |  |  |  |  |  |
| Purchase and construction of assets | 21,916 | 18,662 | 19,182 | 17,021 | 18,969 | 19,020 | 21,430 | 17,775 | 18,249 | 15,738 |
| Repayment of principal on loans | 3,867 | 4,012 | 4,224 | 4,419 | 4,627 | 4,790 | 5,180 | 5,575 | 5,494 | 5,295 |
| Transfers to Externally Restricted Cash | 2,468 | 2,868 | 2,884 | 2,946 | 3,011 | 3,072 | 3,102 | 3,164 | 3,228 | 2,895 |
| Transfers to Internally Restricted Cash | 4,627 | 4,927 | 5,573 | 7,366 | 6,019 | 6,482 | 7,323 | 7,862 | 8,624 | 12,509 |
| **Funds Used** | **32,877** | **30,469** | **31,863** | **31,752** | **32,626** | **33,364** | **37,036** | **34,377** | **35,597** | **36,437** |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Increase/(Decrease) in Available Working Capital*** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

**Attachment 7a -Balance Sheet - General Fund (With Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **ASSETS** |  |  |  |  |  |  |  |  |  |  |
| **Current assets** |  |  |  |  |  |  |  |  |  |  |
| Cash and cash equivalents | 6,259 | 14,080 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Investments | 28,119 | 28,119 | 30,934 | 34,795 | 38,236 | 41,771 | 44,220 | 48,292 | 52,804 | 58,503 |
| Receivables | 10,742 | 11,088 | 11,571 | 12,110 | 12,534 | 13,080 | 13,573 | 14,178 | 14,821 | 15,524 |
| Inventories | 961 | 993 | 1,009 | 1,043 | 1,079 | 1,118 | 1,140 | 1,179 | 1,209 | 1,256 |
| Other | 885 | 913 | 929 | 959 | 991 | 1,024 | 1,046 | 1,079 | 1,107 | 1,147 |
| **Total current assets** | 46,967 | 55,193 | 59,443 | 63,907 | 67,840 | 71,994 | 74,979 | 79,728 | 84,940 | 91,430 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current assets** |  |  |  |  |  |  |  |  |  |  |
| Investments | 49,076 | 49,076 | 53,988 | 60,726 | 66,732 | 72,901 | 77,177 | 84,282 | 92,157 | 102,104 |
| Receivables | 2,153 | 2,208 | 2,265 | 2,324 | 2,385 | 2,448 | 2,513 | 2,579 | 2,648 | 2,719 |
| Infrastructure, property, plant and equipment | 1,679,052 | 1,668,073 | 1,656,594 | 1,643,352 | 1,629,715 | 1,615,659 | 1,605,006 | 1,589,949 | 1,574,594 | 1,555,934 |
| **Total non-current assets** | 1,730,281 | 1,719,357 | 1,712,846 | 1,706,403 | 1,698,832 | 1,691,009 | 1,684,696 | 1,676,810 | 1,669,399 | 1,660,757 |
| **Total assets** | 1,777,248 | 1,774,549 | 1,772,289 | 1,770,309 | 1,766,672 | 1,763,002 | 1,759,675 | 1,756,538 | 1,754,340 | 1,752,186 |
|  |  |  |  |  |  |  |  |  |  |  |
| **LIABILITIES** |  |  |  |  |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 14,052 | 14,418 | 14,686 | 15,077 | 15,491 | 15,925 | 16,253 | 16,694 | 17,088 | 17,594 |
| Borrowings | 4,012 | 4,224 | 4,419 | 4,627 | 4,790 | 5,180 | 5,575 | 5,494 | 5,295 | 5,421 |
| Provisions | 19,113 | 20,302 | 21,530 | 22,798 | 24,108 | 25,461 | 26,859 | 28,303 | 29,795 | 31,335 |
| **Total current liabilities** | 37,178 | 38,944 | 40,634 | 42,502 | 44,389 | 46,566 | 48,687 | 50,491 | 52,178 | 54,351 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 |
| Borrowings | 80,369 | 78,121 | 75,678 | 73,177 | 70,563 | 67,558 | 64,159 | 60,841 | 57,721 | 54,476 |
| Provisions | 6,018 | 6,348 | 6,688 | 7,040 | 7,403 | 7,778 | 8,166 | 8,566 | 8,980 | 9,407 |
| **Total non-current liabilities** | 86,793 | 84,874 | 82,771 | 80,622 | 78,371 | 75,742 | 72,730 | 69,812 | 67,106 | 64,288 |
| **Total liabilities** | 123,970 | 123,818 | 123,406 | 123,124 | 122,760 | 122,308 | 121,417 | 120,303 | 119,284 | 118,639 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net assets** | 1,653,278 | 1,650,731 | 1,648,883 | 1,647,186 | 1,643,912 | 1,640,694 | 1,638,258 | 1,636,235 | 1,635,056 | 1,633,547 |
|  |  |  |  |  |  |  |  |  |  |  |
| **EQUITY** |  |  |  |  |  |  |  |  |  |  |
| Retained earnings | 825,059 | 822,512 | 820,664 | 818,967 | 815,693 | 812,475 | 810,039 | 808,016 | 806,837 | 805,328 |
| Revaluation reserves | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 |
| Council equity interest | 1,653,278 | 1,650,731 | 1,648,883 | 1,647,186 | 1,643,912 | 1,640,694 | 1,638,258 | 1,636,235 | 1,635,056 | 1,633,547 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total equity** | 1,653,278 | 1,650,731 | 1,648,883 | 1,647,186 | 1,643,912 | 1,640,694 | 1,638,258 | 1,636,235 | 1,635,056 | 1,633,547 |

**Attachment 7b -Balance Sheet - General Fund (Base Case - Without Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **ASSETS** |  |  |  |  |  |  |  |  |  |  |
| **Current assets** |  |  |  |  |  |  |  |  |  |  |
| Cash and cash equivalents | 6,259 | 14,080 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Investments | 28,119 | 28,119 | 30,934 | 34,795 | 38,236 | 41,771 | 44,220 | 48,292 | 52,804 | 58,503 |
| Receivables | 10,742 | 11,088 | 11,571 | 12,110 | 12,534 | 13,080 | 13,573 | 14,178 | 14,821 | 15,524 |
| Inventories | 961 | 993 | 1,009 | 1,043 | 1,079 | 1,118 | 1,140 | 1,179 | 1,209 | 1,256 |
| Other | 885 | 913 | 929 | 959 | 991 | 1,024 | 1,046 | 1,079 | 1,107 | 1,147 |
| **Total current assets** | 46,967 | 55,193 | 59,443 | 63,907 | 67,840 | 71,994 | 74,979 | 79,728 | 84,940 | 91,430 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current assets** |  |  |  |  |  |  |  |  |  |  |
| Investments | 49,076 | 49,076 | 53,988 | 60,726 | 66,732 | 72,901 | 77,177 | 84,282 | 92,157 | 102,104 |
| Receivables | 2,153 | 2,208 | 2,265 | 2,324 | 2,385 | 2,448 | 2,513 | 2,579 | 2,648 | 2,719 |
| Infrastructure, property, plant and equipment | 1,679,052 | 1,668,073 | 1,656,594 | 1,643,352 | 1,629,715 | 1,615,659 | 1,605,006 | 1,589,949 | 1,574,594 | 1,555,934 |
| **Total non-current assets** | 1,730,281 | 1,719,357 | 1,712,846 | 1,706,403 | 1,698,832 | 1,691,009 | 1,684,696 | 1,676,810 | 1,669,399 | 1,660,757 |
| **Total assets** | 1,777,248 | 1,774,549 | 1,772,289 | 1,770,309 | 1,766,672 | 1,763,002 | 1,759,675 | 1,756,538 | 1,754,340 | 1,752,186 |
|  |  |  |  |  |  |  |  |  |  |  |
| **LIABILITIES** |  |  |  |  |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 14,052 | 14,418 | 14,686 | 15,077 | 15,491 | 15,925 | 16,253 | 16,694 | 17,088 | 17,594 |
| Borrowings | 4,012 | 4,224 | 4,419 | 4,627 | 4,790 | 5,180 | 5,575 | 5,494 | 5,295 | 5,421 |
| Provisions | 19,113 | 20,302 | 21,530 | 22,798 | 24,108 | 25,461 | 26,859 | 28,303 | 29,795 | 31,335 |
| **Total current liabilities** | 37,178 | 38,944 | 40,634 | 42,502 | 44,389 | 46,566 | 48,687 | 50,491 | 52,178 | 54,351 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 | 405 |
| Borrowings | 80,369 | 78,121 | 75,678 | 73,177 | 70,563 | 67,558 | 64,159 | 60,841 | 57,721 | 54,476 |
| Provisions | 6,018 | 6,348 | 6,688 | 7,040 | 7,403 | 7,778 | 8,166 | 8,566 | 8,980 | 9,407 |
| **Total non-current liabilities** | 86,793 | 84,874 | 82,771 | 80,622 | 78,371 | 75,742 | 72,730 | 69,812 | 67,106 | 64,288 |
| **Total liabilities** | 123,970 | 123,818 | 123,406 | 123,124 | 122,760 | 122,308 | 121,417 | 120,303 | 119,284 | 118,639 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net assets** | 1,653,278 | 1,650,731 | 1,648,883 | 1,647,186 | 1,643,912 | 1,640,694 | 1,638,258 | 1,636,235 | 1,635,056 | 1,633,547 |
|  |  |  |  |  |  |  |  |  |  |  |
| **EQUITY** |  |  |  |  |  |  |  |  |  |  |
| Retained earnings | 825,059 | 822,512 | 820,664 | 818,967 | 815,693 | 812,475 | 810,039 | 808,016 | 806,837 | 805,328 |
| Revaluation reserves | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 | 828,219 |
| Council equity interest | 1,653,278 | 1,650,731 | 1,648,883 | 1,647,186 | 1,643,912 | 1,640,694 | 1,638,258 | 1,636,235 | 1,635,056 | 1,633,547 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total equity** | 1,653,278 | 1,650,731 | 1,648,883 | 1,647,186 | 1,643,912 | 1,640,694 | 1,638,258 | 1,636,235 | 1,635,056 | 1,633,547 |

**Attachment 8a - Cash Flow Statement – General (With Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from operating activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Rates and annual charges | 67,439 | 69,990 | 72,083 | 74,243 | 76,466 | 78,758 | 81,117 | 83,548 | 86,051 | 88,629 |
| User charges and fees | 19,047 | 20,057 | 20,980 | 21,948 | 22,966 | 24,034 | 25,156 | 26,333 | 27,570 | 28,786 |
| Investment revenue and interest | 3,739 | 3,765 | 3,803 | 3,864 | 3,976 | 4,068 | 4,207 | 4,213 | 4,296 | 4,354 |
| Grants and contributions | 20,632 | 19,245 | 19,383 | 19,678 | 18,307 | 18,541 | 18,860 | 19,189 | 19,525 | 19,399 |
| Bonds and Deposits received | - | - | - | - | - | - | - | - | - | - |
| Other | 1,758 | 1,759 | 1,824 | 1,906 | 2,014 | 2,081 | 2,175 | 2,273 | 2,376 | 2,490 |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Employee benefits and on-costs | (39,171) | (40,383) | (41,711) | (43,087) | (44,509) | (45,978) | (47,495) | (49,062) | (50,681) | (52,354) |
| Materials & contracts | (31,302) | (30,967) | (31,453) | (32,499) | (33,721) | (35,030) | (35,739) | (36,958) | (37,952) | (39,483) |
| Borrowing costs | (6,162) | (5,996) | (5,821) | (5,624) | (5,436) | (5,222) | (5,001) | (4,752) | (4,476) | (4,234) |
| Bonds and Deposits refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (11,473) | (11,773) | (12,080) | (12,396) | (12,721) | (13,054) | (13,396) | (13,748) | (14,109) | (14,480) |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided in operating activities** | **24,507** | **25,697** | **27,008** | **28,032** | **27,342** | **28,198** | **29,883** | **31,036** | **32,600** | **33,109** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from investing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Sale of investments |  |  |  |  |  |  |  |  |  |  |
| Sale of infrastructure, property, plant & equipment | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Sale of interests in joint ventures/associates | |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Purchase of investments | - | - | (7,726) | (10,599) | (9,447) | (9,704) | (6,725) | (11,177) | (12,387) | (15,646) |
| Purchase of infrastructure property, plant & equipment | (21,916) | (18,662) | (19,182) | (17,021) | (18,969) | (19,020) | (21,430) | (17,775) | (18,249) | (15,738) |
| Purchase of real estate |  |  |  |  |  |  |  |  |  |  |
| Purchase of interests in joint ventures/associates | |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash used in Investing activities** | **(18,357)** | **(15,840)** | **(23,840)** | **(25,739)** | **(24,891)** | **(25,584)** | **(26,879)** | **(27,637)** | **(29,282)** | **(29,989)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from financing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | (3,867) | (4,012) | (4,224) | (4,419) | (4,627) | (4,790) | (5,180) | (5,575) | (5,494) | (5,295) |
| Lease Liabilities | - | - | - | - | - | - | - | - | - | - |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided by financing activities** | **(1,891)** | **(2,036)** | **(2,248)** | **(2,293)** | **(2,451)** | **(2,614)** | **(3,004)** | **(3,399)** | **(3,318)** | **(3,119)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net increase/(decrease) in cash and cash equivalents** | 4,259 | 7,821 | 920 | (0) | 0 | 0 | (0) | - | - | (0) |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at beginning of reporting period** | 2,000 | 6,259 | 14,080 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at end of reporting period** | **6,259** | **14,080** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** |

**Attachment 8b - Cash Flow Statement – General (Base Case - Without Special Rate Variation)**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from operating activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Rates and annual charges | 67,439 | 69,440 | 71,519 | 73,665 | 75,874 | 78,151 | 80,495 | 82,910 | 85,397 | 87,959 |
| User charges and fees | 19,047 | 20,057 | 20,980 | 21,948 | 22,966 | 24,034 | 25,156 | 26,333 | 27,570 | 28,786 |
| Investment revenue and interest | 3,739 | 3,765 | 3,803 | 3,864 | 3,976 | 4,068 | 4,207 | 4,213 | 4,296 | 4,354 |
| Grants and contributions | 20,632 | 19,245 | 19,383 | 19,678 | 18,307 | 18,541 | 18,860 | 19,189 | 19,525 | 19,399 |
| Bonds and Deposits received | - | - | - | - | - | - | - | - | - | - |
| Other | 1,758 | 1,759 | 1,824 | 1,906 | 2,014 | 2,081 | 2,175 | 2,273 | 2,376 | 2,490 |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Employee benefits and on-costs | (39,171) | (40,383) | (41,711) | (43,087) | (44,509) | (45,978) | (47,495) | (49,062) | (50,681) | (52,354) |
| Materials & contracts | (31,302) | (30,417) | (30,889) | (31,921) | (33,129) | (34,423) | (35,117) | (36,320) | (37,298) | (38,813) |
| Borrowing costs | (6,162) | (5,996) | (5,821) | (5,624) | (5,436) | (5,222) | (5,001) | (4,752) | (4,476) | (4,234) |
| Bonds and Deposits refunded | - | - | - | - | - | - | - | - | - | - |
| Other | (11,473) | (11,773) | (12,080) | (12,396) | (12,721) | (13,054) | (13,396) | (13,748) | (14,109) | (14,480) |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided in operating activities** | **24,507** | **25,697** | **27,008** | **28,032** | **27,342** | **28,198** | **29,883** | **31,036** | **32,600** | **33,109** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from investing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Sale of investments |  |  |  |  |  |  |  |  |  |  |
| Sale of infrastructure, property, plant & equipment | 3,559 | 2,822 | 3,068 | 1,882 | 3,526 | 3,140 | 1,277 | 1,315 | 1,355 | 1,395 |
| Sale of interests in joint ventures/associates | |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Purchase of investments | - | - | (7,726) | (10,599) | (9,447) | (9,704) | (6,725) | (11,177) | (12,387) | (15,646) |
| Purchase of infrastructure property, plant & equipment | (21,916) | (18,662) | (19,182) | (17,021) | (18,969) | (19,020) | (21,430) | (17,775) | (18,249) | (15,738) |
| Purchase of real estate |  |  |  |  |  |  |  |  |  |  |
| Purchase of interests in joint ventures/associates | |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash used in Investing activities** | **(18,357)** | **(15,840)** | **(23,840)** | **(25,739)** | **(24,891)** | **(25,584)** | **(26,879)** | **(27,637)** | **(29,282)** | **(29,989)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from financing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | 1,976 | 1,976 | 1,976 | 2,126 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 | 2,176 |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | (3,867) | (4,012) | (4,224) | (4,419) | (4,627) | (4,790) | (5,180) | (5,575) | (5,494) | (5,295) |
| Lease Liabilities | - | - | - | - | - | - | - | - | - | - |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided by financing activities** | **(1,891)** | **(2,036)** | **(2,248)** | **(2,293)** | **(2,451)** | **(2,614)** | **(3,004)** | **(3,399)** | **(3,318)** | **(3,119)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net increase/(decrease) in cash and cash equivalents** | 4,259 | 7,821 | 920 | (0) | 0 | 0 | (0) | - | - | (0) |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at beginning of reporting period** | 2,000 | 6,259 | 14,080 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at end of reporting period** | **6,259** | **14,080** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** | **15,000** |

**Attachment 9 - Income Statement - Water Fund**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **Income** |  |  |  |  |  |  |  |  |  |  |
| Rates & Annual Charges | 5,092 | 5,638 | 6,057 | 6,528 | 7,048 | 7,622 | 8,431 | 9,057 | 9,757 | 10,086 |
| User Charges & Fees | 20,762 | 23,466 | 24,230 | 26,666 | 29,185 | 31,801 | 35,285 | 37,410 | 39,681 | 42,052 |
| Interest Received | 1,415 | 1,873 | 2,905 | 3,296 | 3,694 | 3,928 | 4,418 | 5,714 | 6,352 | 6,498 |
| Other Operating Revenues | 265 | 277 | 290 | 303 | 316 | 331 | 346 | 362 | 378 | 395 |
| Operating Grants & Contributions | 386 | 386 | 386 | 386 | 386 | 386 | 386 | 386 | 386 | 386 |
| Capital Grants & Contributions | 3,564 | 14,822 | 1,530 | 3,169 | 4,087 | 5,080 | 17,503 | 1,801 | 3,737 | 4,807 |
|  | **31,484** | **46,462** | **35,398** | **40,348** | **44,717** | **49,148** | **66,369** | **54,729** | **60,292** | **64,226** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |
| Employee Costs | 4,389 | 4,520 | 4,668 | 4,810 | 4,968 | 5,132 | 5,301 | 5,475 | 5,655 | 5,841 |
| Borrowing Costs | 4,536 | 4,445 | 4,347 | 4,243 | 4,155 | 4,000 | 3,882 | 3,743 | 3,605 | 3,456 |
| Materials & Contracts | 9,906 | 10,143 | 10,452 | 10,433 | 10,752 | 11,050 | 11,423 | 11,776 | 12,139 | 12,464 |
| Depreciation | 6,833 | 6,804 | 6,831 | 6,840 | 6,906 | 7,046 | 7,190 | 7,357 | 7,491 | 7,805 |
| Other Expenses | 1,317 | 1,362 | 1,408 | 1,455 | 1,504 | 1,555 | 1,608 | 1,662 | 1,718 | 1,776 |
|  | **26,982** | **27,274** | **27,707** | **27,781** | **28,285** | **28,783** | **29,404** | **30,013** | **30,608** | **31,342** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result** | **4,502** | **19,188** | **7,691** | **12,567** | **16,431** | **20,365** | **36,965** | **24,716** | **29,683** | **32,883** |
|  |  |  |  |  |  |  |  |  |  |  |
| Capital Grants/Contributions | 3,564 | 14,822 | 1,530 | 3,169 | 4,087 | 5,080 | 17,503 | 1,801 | 3,737 | 4,807 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result before Capital Grants & Contributions** | **938** | **4,366** | **6,162** | **9,398** | **12,344** | **15,285** | **19,462** | **22,915** | **25,947** | **28,076** |

**Attachment 10 - Funding Statement - Water Fund**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Source and Application of Funds* | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| Operating Result (Income Statement) | 4,502 | 19,188 | 7,691 | 12,567 | 16,431 | 20,365 | 36,965 | 24,716 | 29,683 | 32,883 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add Back non-funded items:* |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 6,833 | 6,804 | 6,831 | 6,840 | 6,906 | 7,046 | 7,190 | 7,357 | 7,491 | 7,805 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add non-operating funding sources* |  |  |  |  |  |  |  |  |  |  |
| Transfers from Externally Restricted Cash | 4,639 | 8,810 | 4,346 | 13,574 | 11,589 | 14,342 | 15,875 | 13,192 | 22,014 | 19,951 |
| Transfers from Internally Restricted Cash | 2,915 | 2,445 | 6,374 | 1,585 | 8,600 | 7,555 | 7,892 | 7,990 | 14,153 | 8,456 |
| Proceeds from sale of assets |  |  |  |  |  |  |  |  |  |  |
| Loan Funds Utilised |  |  |  |  |  |  |  |  |  |  |
| Repayments from Deferred Debtors |  |  |  |  |  |  |  |  |  |  |
| **Funds Available** | **18,889** | **37,248** | **25,243** | **34,566** | **43,525** | **49,308** | **67,922** | **53,255** | **73,341** | **69,095** |
|  |  |  |  |  |  |  |  |  |  |  |
| *Funds were applied to:* |  |  |  |  |  |  |  |  |  |  |
| Purchase and construction of assets | 2,464 | 6,983 | 5,392 | 9,873 | 16,187 | 16,535 | 18,376 | 15,803 | 30,801 | 23,054 |
| Repayment of principal on loans | 1,258 | 1,349 | 1,447 | 1,552 | 1,640 | 1,794 | 1,912 | 2,051 | 2,189 | 2,338 |
| Transfers to Externally Restricted Cash | 3,564 | 14,822 | 1,530 | 3,169 | 4,087 | 5,080 | 17,503 | 1,801 | 3,737 | 4,807 |
| Transfers to Internally Restricted Cash | 11,603 | 14,093 | 16,874 | 19,974 | 21,612 | 25,899 | 30,132 | 33,600 | 36,614 | 38,895 |
| **Funds Used** | **18,889** | **37,248** | **25,243** | **34,566** | **43,525** | **49,308** | **67,922** | **53,255** | **73,341** | **69,095** |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Increase/(Decrease) in Available Working Capital*** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

**Attachment 11 -Balance Sheet - Water Fund**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **ASSETS** |  |  |  |  |  |  |  |  |  |  |
| **Current assets** |  |  |  |  |  |  |  |  |  |  |
| Cash and cash equivalents | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Investments | 26,662 | 40,967 | 47,394 | 53,261 | 56,913 | 63,675 | 83,091 | 94,642 | 97,224 | 109,622 |
| Receivables | 11,879 | 13,569 | 14,079 | 15,505 | 16,939 | 18,470 | 20,661 | 21,986 | 23,284 | 24,746 |
| Inventories | - | - | - | - | - | - | - | - | - | - |
| Other | 23 | 24 | 24 | 24 | 25 | 26 | 27 | 28 | 28 | 29 |
| **Total current assets** | 40,564 | 56,559 | 63,498 | 70,791 | 75,877 | 84,172 | 105,779 | 118,656 | 122,537 | 136,397 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current assets** |  |  |  |  |  |  |  |  |  |  |
| Investments | 3,096 | 4,757 | 5,503 | 6,185 | 6,609 | 7,394 | 9,648 | 10,990 | 11,289 | 12,729 |
| Receivables | 99 | 109 | 118 | 127 | 137 | 148 | 164 | 176 | 189 | 196 |
| Infrastructure, property, plant and equipment | 484,729 | 484,908 | 483,469 | 486,502 | 495,782 | 505,271 | 516,457 | 524,903 | 548,213 | 563,462 |
| Investment property |  |  |  |  |  |  |  |  |  |  |
| Intangible assets |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Total non-current assets** | 487,924 | 489,775 | 489,090 | 492,813 | 502,528 | 512,813 | 526,269 | 536,068 | 559,692 | 576,387 |
| **Total assets** | 528,488 | 546,334 | 552,587 | 563,604 | 578,405 | 596,984 | 632,048 | 654,724 | 682,228 | 712,783 |
|  |  |  |  |  |  |  |  |  |  |  |
| **LIABILITIES** |  |  |  |  |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 295 | 303 | 312 | 312 | 322 | 331 | 341 | 352 | 363 | 372 |
| Borrowings | 1,349 | 1,447 | 1,552 | 1,640 | 1,794 | 1,912 | 2,051 | 2,189 | 2,338 | 2,536 |
| Provisions |  |  |  |  |  |  |  |  |  |  |
| **Total current liabilities** | 1,645 | 1,749 | 1,863 | 1,952 | 2,115 | 2,243 | 2,392 | 2,541 | 2,701 | 2,909 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables |  |  |  |  |  |  |  |  |  |  |
| Borrowings | 62,196 | 60,749 | 59,198 | 57,558 | 55,764 | 53,852 | 51,802 | 49,612 | 47,274 | 44,738 |
| Provisions |  |  |  |  |  |  |  |  |  |  |
| **Total non-current liabilities** | 62,196 | 60,749 | 59,198 | 57,558 | 55,764 | 53,852 | 51,802 | 49,612 | 47,274 | 44,738 |
| **Total liabilities** | 63,841 | 62,499 | 61,061 | 59,510 | 57,880 | 56,095 | 54,194 | 52,153 | 49,975 | 47,646 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net assets** | 464,647 | 483,835 | 491,527 | 504,094 | 520,525 | 540,889 | 577,854 | 602,570 | 632,254 | 665,137 |
|  |  |  |  |  |  |  |  |  |  |  |
| **EQUITY** |  |  |  |  |  |  |  |  |  |  |
| Retained earnings | 194,887 | 214,075 | 221,767 | 234,334 | 250,765 | 271,130 | 308,094 | 332,810 | 362,494 | 395,377 |
| Revaluation reserves | 269,760 | 269,760 | 269,760 | 269,760 | 269,760 | 269,760 | 269,760 | 269,760 | 269,760 | 269,760 |
| Council equity interest | 464,647 | 483,835 | 491,527 | 504,094 | 520,525 | 540,890 | 577,854 | 602,570 | 632,254 | 665,137 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total equity** | 464,647 | 483,835 | 491,527 | 504,094 | 520,525 | 540,890 | 577,854 | 602,570 | 632,254 | 665,137 |

**Attachment 12 - Cash Flow Statement - Water**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from operating activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Rates and annual charges | 5,072 | 5,595 | 6,024 | 6,491 | 7,007 | 7,577 | 8,368 | 9,008 | 9,702 | 10,061 |
| User charges and fees | 19,924 | 22,018 | 23,821 | 25,361 | 27,836 | 30,400 | 33,419 | 36,271 | 38,465 | 40,782 |
| Investment revenue and interest | 1,324 | 1,663 | 2,830 | 3,202 | 3,640 | 3,831 | 4,141 | 5,563 | 6,313 | 6,326 |
| Grants and contributions | 4,194 | 15,208 | 1,916 | 3,555 | 4,474 | 5,466 | 17,889 | 2,187 | 4,123 | 5,193 |
| Bonds and Deposits received |  |  |  |  |  |  |  |  |  |  |
| Other | 265 | 277 | 290 | 303 | 316 | 331 | 346 | 362 | 378 | 395 |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Employee benefits and on-costs | (4,389) | (4,520) | (4,668) | (4,810) | (4,968) | (5,132) | (5,301) | (5,475) | (5,655) | (5,841) |
| Materials & contracts | (9,925) | (10,136) | (10,444) | (10,432) | (10,744) | (11,041) | (11,413) | (11,766) | (12,129) | (12,455) |
| Borrowing costs | (4,536) | (4,445) | (4,347) | (4,243) | (4,155) | (4,001) | (3,882) | (3,743) | (3,605) | (3,456) |
| Bonds and Deposits refunded |  |  |  |  |  |  |  |  |  |  |
| Other | (1,317) | (1,362) | (1,408) | (1,455) | (1,504) | (1,555) | (1,608) | (1,662) | (1,718) | (1,776) |
| **Net cash provided in operating activities** | **10,612** | **24,299** | **14,013** | **17,972** | **21,902** | **25,876** | **41,959** | **30,745** | **35,873** | **39,229** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from investing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Sale of investments |  |  |  |  |  |  |  |  |  |  |
| Sale of infrastructure, property, plant & equipment |  |  |  |  |  |  |  |  |  |  |
| Sale of interests in joint ventures/associates |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Purchase of investments | (6,890) | (15,966) | (7,174) | (6,548) | (4,076) | (7,548) | (21,671) | (12,891) | (2,882) | (13,837) |
| Purchase of infrastructure property, plant & equipment | (2,464) | (6,983) | (5,392) | (9,873) | (16,187) | (16,535) | (18,376) | (15,803) | (30,801) | (23,054) |
| Purchase of real estate |  |  |  |  |  |  |  |  |  |  |
| Purchase of interests in joint ventures/associates |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash used in Investing activities** | **(9,354)** | **(22,949)** | **(12,566)** | **(16,421)** | **(20,263)** | **(24,083)** | **(40,047)** | **(28,694)** | **(33,684)** | **(36,891)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from financing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | - | - | - | - | - | - | - | - | - | - |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | (1,258) | (1,349) | (1,447) | (1,552) | (1,640) | (1,794) | (1,912) | (2,051) | (2,189) | (2,338) |
| Lease Liabilities |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided by financing activities** | **(1,258)** | **(1,349)** | **(1,447)** | **(1,552)** | **(1,640)** | **(1,794)** | **(1,912)** | **(2,051)** | **(2,189)** | **(2,338)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net increase/(decrease) in cash and cash equivalents** | 0 | (0) | (0) | - | (0) | 0 | - | (0) | 0 | - |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at beginning of reporting period** | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at end of reporting period** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** |

**Attachment 13 - Income Statement - Sewer Fund**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **Income** |  |  |  |  |  |  |  |  |  |  |
| Rates & Annual Charges | 25,366 | 28,040 | 30,009 | 32,318 | 34,900 | 37,735 | 41,795 | 44,670 | 47,812 | 51,162 |
| User Charges & Fees | 1,343 | 1,401 | 1,461 | 1,524 | 1,590 | 1,659 | 1,731 | 1,806 | 1,885 | 1,967 |
| Interest Received | 2,500 | 2,622 | 3,130 | 3,545 | 3,954 | 4,735 | 5,178 | 6,128 | 6,010 | 4,103 |
| Other Operating Revenues | 16 | 16 | 16 | 17 | 17 | 18 | 18 | 19 | 19 | 19 |
| Operating Grants & Contributions | 470 | 474 | 478 | 483 | 488 | 493 | 498 | 504 | 510 | 516 |
| Capital Grants & Contributions | 1,458 | 6,065 | 626 | 1,297 | 1,673 | 2,079 | 7,163 | 737 | 1,529 | 1,967 |
|  | **31,152** | **38,617** | **35,721** | **39,184** | **42,621** | **46,718** | **56,383** | **53,863** | **57,764** | **59,735** |
| **Expenditure** |  |  |  |  |  |  |  |  |  |  |
| Employee Costs | 6,563 | 6,754 | 6,964 | 7,181 | 7,404 | 7,635 | 7,872 | 8,118 | 8,370 | 8,631 |
| Borrowing Costs | 2,291 | 2,211 | 2,124 | 2,030 | 1,928 | 1,816 | 1,696 | 1,569 | 1,431 | 1,282 |
| Materials & Contracts | 8,819 | 9,942 | 9,293 | 9,539 | 9,822 | 10,156 | 10,421 | 10,737 | 11,098 | 11,341 |
| Depreciation | 9,266 | 9,317 | 9,344 | 9,356 | 9,408 | 9,436 | 9,585 | 9,728 | 9,919 | 10,467 |
| Other Expenses | 2,503 | 2,586 | 2,673 | 2,762 | 2,854 | 2,950 | 3,048 | 3,151 | 3,256 | 3,365 |
|  | **29,441** | **30,810** | **30,398** | **30,868** | **31,416** | **31,993** | **32,623** | **33,302** | **34,076** | **35,086** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result** | **1,711** | **7,807** | **5,323** | **8,317** | **11,205** | **14,725** | **23,760** | **20,561** | **23,689** | **24,649** |
|  |  |  |  |  |  |  |  |  |  |  |
| Capital Grants/Contributions | 1,458 | 6,065 | 626 | 1,297 | 1,673 | 2,079 | 7,163 | 737 | 1,529 | 1,967 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net Operating Result before Capital Grants & Contributions** | **253** | **1,742** | **4,697** | **7,020** | **9,532** | **12,646** | **16,597** | **19,824** | **22,160** | **22,682** |

**Attachment 14 - Funding Statement - Sewer Fund**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Source and Application of Funds* | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| Operating Result (Income Statement) | 1,711 | 7,807 | 5,323 | 8,317 | 11,205 | 14,725 | 23,760 | 20,561 | 23,689 | 24,649 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add Back non-funded items:* |  |  |  |  |  |  |  |  |  |  |
| Depreciation | 9,266 | 9,317 | 9,344 | 9,356 | 9,408 | 9,436 | 9,585 | 9,728 | 9,919 | 10,467 |
|  |  |  |  |  |  |  |  |  |  |  |
| *Add non-operating funding sources* |  |  |  |  |  |  |  |  |  |  |
| Transfers from Externally Restricted Cash | 3,899 | 3,442 | 2,007 | 5,010 | 1,963 | 3,855 | 5,838 | 10,542 | 21,709 | 48,712 |
| Transfers from Internally Restricted Cash | 6,150 | 5,039 | 4,219 | 3,364 | 4,907 | 5,042 | 8,547 | 8,808 | 24,945 | 26,839 |
| Proceeds from sale of assets |  |  |  |  |  |  |  |  |  |  |
| Loan Funds Utilised |  |  |  |  |  |  |  |  |  |  |
| Repayments from Deferred Debtors |  |  |  |  |  |  |  |  |  |  |
| **Funds Available** | **21,026** | **25,604** | **20,894** | **26,046** | **27,484** | **33,057** | **47,729** | **49,639** | **80,262** | **110,667** |
|  |  |  |  |  |  |  |  |  |  |  |
| *Funds were applied to:* |  |  |  |  |  |  |  |  |  |  |
| Purchase and construction of assets | 6,765 | 4,900 | 3,639 | 6,453 | 4,699 | 13,856 | 13,345 | 17,112 | 44,416 | 75,189 |
| Repayment of principal on loans | 2,606 | 2,686 | 2,772 | 2,867 | 1,287 | 1,398 | 1,456 | 1,583 | 1,721 | 1,870 |
| Transfers to Externally Restricted Cash | 1,458 | 6,065 | 626 | 1,297 | 1,673 | 2,079 | 7,163 | 737 | 1,529 | 1,967 |
| Transfers to Internally Restricted Cash | 10,197 | 11,954 | 13,857 | 15,430 | 19,826 | 15,724 | 25,765 | 30,207 | 32,596 | 31,640 |
| **Funds Used** | **21,026** | **25,604** | **20,894** | **26,046** | **27,484** | **33,057** | **47,729** | **49,639** | **80,262** | **110,667** |
|  |  |  |  |  |  |  |  |  |  |  |
| ***Increase/(Decrease) in Available Working Capital*** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

**Attachment 15 -Balance Sheet - Sewer Fund**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| **ASSETS** |  |  |  |  |  |  |  |  |  |  |
| **Current assets** |  |  |  |  |  |  |  |  |  |  |
| Cash and cash equivalents | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 1,000 | 1,000 |
| Investments | 41,553 | 49,032 | 55,455 | 61,973 | 73,470 | 80,405 | 94,942 | 104,011 | 94,682 | 61,127 |
| Receivables | 3,076 | 3,394 | 3,651 | 3,932 | 4,311 | 4,633 | 5,153 | 5,514 | 5,587 | 5,303 |
| Inventories |  |  |  |  |  |  |  |  |  |  |
| Other | 23 | 26 | 25 | 25 | 26 | 27 | 28 | 28 | 29 | 30 |
| **Total current assets** | 46,653 | 54,452 | 61,130 | 67,930 | 79,806 | 87,064 | 102,123 | 111,553 | 101,298 | 67,461 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current assets** |  |  |  |  |  |  |  |  |  |  |
| Investments | 10,016 | 11,819 | 13,367 | 14,938 | 17,709 | 19,381 | 22,885 | 25,071 | 22,822 | 14,734 |
| Receivables |  |  |  |  |  |  |  |  |  |  |
| Infrastructure, property, plant and equipment | 598,554 | 594,138 | 588,432 | 585,529 | 580,819 | 585,239 | 588,999 | 596,384 | 630,881 | 695,603 |
| Investment property |  |  |  |  |  |  |  |  |  |  |
| Intangible assets |  |  |  |  |  |  |  |  |  |  |
| Other | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| **Total non-current assets** | 608,572 | 605,959 | 601,801 | 600,469 | 598,531 | 604,622 | 611,887 | 621,457 | 653,705 | 710,339 |
| **Total assets** | 655,225 | 660,410 | 662,931 | 668,399 | 678,337 | 691,686 | 714,010 | 733,010 | 755,003 | 777,800 |
|  |  |  |  |  |  |  |  |  |  |  |
| **LIABILITIES** |  |  |  |  |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables | 599 | 663 | 633 | 651 | 671 | 693 | 713 | 735 | 759 | 778 |
| Borrowings | 2,686 | 2,772 | 2,867 | 1,287 | 1,398 | 1,456 | 1,583 | 1,721 | 1,870 | 719 |
| Provisions |  |  |  |  |  |  |  |  |  |  |
| **Total current liabilities** | 3,284 | 3,435 | 3,500 | 1,937 | 2,069 | 2,149 | 2,295 | 2,455 | 2,630 | 1,496 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Non-current liabilities** |  |  |  |  |  |  |  |  |  |  |
| Payables |  |  |  |  |  |  |  |  |  |  |
| Borrowings | 27,993 | 25,220 | 22,354 | 21,067 | 19,669 | 18,213 | 16,630 | 14,910 | 13,039 | 12,321 |
| Provisions |  |  |  |  |  |  |  |  |  |  |
| **Total non-current liabilities** | 27,993 | 25,220 | 22,354 | 21,067 | 19,669 | 18,213 | 16,630 | 14,910 | 13,039 | 12,321 |
| **Total liabilities** | 31,277 | 28,656 | 25,853 | 23,004 | 21,738 | 20,362 | 18,926 | 17,365 | 15,669 | 13,817 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net assets** | 623,948 | 631,755 | 637,078 | 645,394 | 656,599 | 671,324 | 695,084 | 715,645 | 739,334 | 763,982 |
|  |  |  |  |  |  |  |  |  |  |  |
| **EQUITY** |  |  |  |  |  |  |  |  |  |  |
| Retained earnings | 230,778 | 238,585 | 243,908 | 252,224 | 263,429 | 278,154 | 301,914 | 322,475 | 346,164 | 370,812 |
| Revaluation reserves | 393,170 | 393,170 | 393,170 | 393,170 | 393,170 | 393,170 | 393,170 | 393,170 | 393,170 | 393,170 |
| Council equity interest | 623,948 | 631,755 | 637,078 | 645,394 | 656,599 | 671,324 | 695,084 | 715,645 | 739,334 | 763,982 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total equity** | 623,948 | 631,755 | 637,078 | 645,394 | 656,599 | 671,324 | 695,084 | 715,645 | 739,334 | 763,982 |

**Attachment 16 - Cash Flow Statement - Sewer**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from operating activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Rates and annual charges | 25,295 | 27,879 | 29,891 | 32,180 | 34,745 | 37,565 | 41,552 | 44,497 | 47,623 | 50,961 |
| User charges and fees | 1,339 | 1,381 | 1,440 | 1,502 | 1,567 | 1,634 | 1,705 | 1,778 | 1,855 | 1,936 |
| Investment revenue and interest | 2,483 | 2,500 | 3,029 | 3,442 | 3,771 | 4,626 | 4,945 | 5,986 | 6,174 | 4,638 |
| Grants and contributions | 2,000 | 6,539 | 1,104 | 1,780 | 2,160 | 2,572 | 7,661 | 1,241 | 2,039 | 2,483 |
| Bonds and Deposits received |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| Internal transfers |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Employee benefits and on-costs | (6,563) | (6,754) | (6,964) | (7,181) | (7,404) | (7,635) | (7,872) | (8,118) | (8,370) | (8,631) |
| Materials & contracts | (8,893) | (9,881) | (9,321) | (9,522) | (9,803) | (10,135) | (10,403) | (10,716) | (11,075) | (11,323) |
| Borrowing costs | (2,291) | (2,211) | (2,124) | (2,030) | (1,928) | (1,816) | (1,696) | (1,569) | (1,431) | (1,282) |
| Bonds and Deposits refunded |  |  |  |  |  |  |  |  |  |  |
| Other | (2,503) | (2,586) | (2,673) | (2,762) | (2,854) | (2,950) | (3,048) | (3,151) | (3,256) | (3,365) |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided in operating activities** | **10,868** | **16,867** | **14,382** | **17,409** | **20,253** | **23,861** | **32,843** | **29,949** | **33,559** | **35,418** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from investing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Sale of investments | - | - | - | - | - | - | - | - | 11,578 | 41,642 |
| Sale of infrastructure, property, plant & equipment |  |  |  |  |  |  |  |  |  |  |
| Sale of interests in joint ventures/associates |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Purchase of investments | (497) | (9,281) | (7,971) | (8,089) | (14,268) | (8,607) | (18,042) | (11,254) | - | - |
| Purchase of infrastructure property, plant & equipment | (6,765) | (4,900) | (3,639) | (6,453) | (4,699) | (13,856) | (13,345) | (17,112) | (44,416) | (75,189) |
| Purchase of real estate |  |  |  |  |  |  |  |  |  |  |
| Purchase of interests in joint ventures/associates |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash used in Investing activities** | **(7,262)** | **(14,181)** | **(11,610)** | **(14,542)** | **(18,967)** | **(22,463)** | **(31,387)** | **(28,367)** | **(32,838)** | **(33,547)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash flows from financing activities** |  |  |  |  |  |  |  |  |  |  |
| ***Receipts:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | - | - | - | - | - | - | - | - | - | - |
| Other |  |  |  |  |  |  |  |  |  |  |
| ***Payments:*** |  |  |  |  |  |  |  |  |  |  |
| Borrowings and advances | (2,606) | (2,686) | (2,772) | (2,867) | (1,287) | (1,398) | (1,456) | (1,583) | (1,721) | (1,870) |
| Lease Liabilities |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |
| **Net cash provided by financing activities** | **(2,606)** | **(2,686)** | **(2,772)** | **(2,867)** | **(1,287)** | **(1,398)** | **(1,456)** | **(1,583)** | **(1,721)** | **(1,870)** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Net increase/(decrease) in cash and cash equivalents** | 1,000 | 0 | - | - | 0 | (0) | (0) | (0) | (1,000) | 0 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at beginning of reporting period** | 1,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 1,000 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Cash and cash equivalents at end of reporting period** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **2,000** | **1,000** | **1,000** |

**Attachment 17 - Unrestricted Current Ratio - Consolidated**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
| 1.28 | 1.43 | 1.48 | 1.52 | 1.54 | 1.56 | 1.55 | 1.59 | 1.64 | 1.69 |



**Attachment 18 - Capital Works**

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Division/Budget Group/Job Number** | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  |  |  |  |  |  |  |  |  |  |  |
| **Community & Natural Resources** | **404** | **104** | **105** | **105** | **105** | **105** | **4,258** | **105** | **105** | **106** |
| **C006 Public Facilities 2.3.6** | **100** | **100** | **100** | **100** | **100** | **100** | **100** | **100** | **100** | **100** |
| A2183. Public Toilets Capital | 0 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| A2187. Faux Park Toilet Block replacement | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **C009 Libraries 2.1.1** | **0** | **0** | **0** | **0** | **0** | **0** | **4,153** | **0** | **0** | **0** |
| A1624. Library extension Kingscliff | 0 | 0 | 0 | 0 | 0 | 0 | 4,153 | 0 | 0 | 0 |
| **C022 Swimming Centres 2.3.6** | **4** | **4** | **5** | **5** | **5** | **5** | **5** | **5** | **5** | **6** |
| A2750. Murwillumbah Swimming Pool | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| **C027 Active Recreation 2.3.6** | **300** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
| A3206. Depot road sportsfield construction s94 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Engineering** | **30,740** | **30,441** | **28,108** | **33,242** | **39,749** | **49,307** | **48,894** | **50,585** | **93,361** | **113,876** |
| **E004 Traffic & Street Lighting 2.4.3** | **13** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
| A5633. Sec 94 Bus Shelter Construction | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **E009 Transport Maintenance 2.4.3** | **2,798** | **2,523** | **2,600** | **2,678** | **2,759** | **2,842** | **2,928** | **3,016** | **3,107** | **3,201** |
| A1544. Sealed road resurfacing | 479 | 494 | 509 | 524 | 540 | 556 | 573 | 590 | 608 | 627 |
| A3760. AC Resurfacing | 290 | 298 | 307 | 317 | 326 | 336 | 346 | 357 | 367 | 378 |
| A3761. Local roads resurfacing | 1,085 | 759 | 782 | 805 | 830 | 855 | 881 | 907 | 935 | 963 |
| A3900. Federal Assistance Grant Maintenance | 530 | 546 | 563 | 580 | 597 | 615 | 633 | 652 | 672 | 692 |
| A6010. Regional Road Maintenance | 414 | 426 | 439 | 452 | 466 | 480 | 495 | 510 | 525 | 541 |
| **E010 Transport Construction 2.4.3** | **8,273** | **7,588** | **7,803** | **8,022** | **6,494** | **6,727** | **6,966** | **7,213** | **7,429** | **7,652** |
| A3650. Unallocated Rehabilitation | 4,354 | 2,206 | 6,012 | 6,193 | 5,127 | 5,318 | 5,516 | 5,719 | 5,890 | 6,067 |
| A3652. Roads Upgrading Unallocated | 0 | 0 | 1,289 | 1,327 | 1,367 | 1,408 | 1,450 | 1,494 | 1,539 | 1,585 |
| A3659. Boronia Ave Elanora to Tweed Coast Rd | 170 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3686. Gray Street | 0 | 350 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3713. Buchanan St, Murwillumbah | 217 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3714. Fingal Rd, Fingal | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3716. Dalton Street, Terranora | 140 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3720. Chinderah Road | 750 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3721. Murphys Road, Kingscliff | 250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3834. Pottsville Road - Coronation Ave to House 1128 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3838. Regional roads rehabilitation unallocated | 502 | 502 | 502 | 502 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3856. Duffy Street | 320 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3858. Vintage Lakes Drive | 470 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3859. Cadell Road | 0 | 280 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3861. Hillcrest Avenue | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3863. Kirkwood Road | 0 | 570 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3864. Moolau Avenue | 0 | 360 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3865. Philp Parade | 0 | 160 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3866. Tumbulgum Road | 0 | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A3867. Darlington Drive | 0 | 860 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **E011 Bridges Construction 2.4.3** | **776** | **776** | **776** | **776** | **776** | **776** | **776** | **776** | **776** | **776** |
| A4509. Anthony's Bridge | 776 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4514. Cudgen Creek Bridge | 0 | 776 | 776 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4549. Bridges construction unallocated | 0 | 0 | 0 | 776 | 776 | 776 | 776 | 776 | 776 | 776 |
| **E013 Drainage Construction 2.3.5** | **1,100** | **1,100** | **1,100** | **1,100** | **1,100** | **1,100** | **1,100** | **1,100** | **1,100** | **1,100** |
| A4653. Monomeeth Avenue | 120 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4658. Mayal Street | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4659. Ballymore Crt | 160 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4660. Nullum Street | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4661. Reynolds Street | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4666. Banner Lane | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4668. Kirkwood road | 0 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4679. Elanora Avenue | 650 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4684. Buenavista Dr | 0 | 450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A4749. Drainage construction unallocated | 0 | 0 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| **E014 Cycleways & Pedestrian Facilities 2.4.3** | **135** | **139** | **144** | **148** | **152** | **157** | **162** | **166** | **171** | **177** |
| A5608. Footpaths | 135 | 139 | 144 | 148 | 152 | 157 | 162 | 166 | 171 | 177 |
| **P001 Plant Administration 1.3.1** | **8,416** | **6,431** | **6,656** | **4,193** | **7,583** | **7,314** | **5,241** | **5,398** | **5,560** | **2,727** |
| A4866. Plant Ledger Transactions | 8,416 | 6,431 | 6,656 | 4,193 | 7,583 | 7,314 | 5,241 | 5,398 | 5,560 | 2,727 |
| **S001 Sewer Mains 2.3.3** | **1,693** | **992** | **1,658** | **3,962** | **2,648** | **4,712** | **5,709** | **6,399** | **2,964** | **4,478** |
| D2200. Estimate Only | 0 | 0 | 0 | 0 | 1,188 | 1,229 | 1,272 | 1,317 | 1,363 | 2,821 |
| D2305. SRM 2005 MERIDIAN WAY 300mm x 360m | 332 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D2352. SRM 2052 Kennedy Dr 450mm x 1050m | 0 | 0 | 0 | 0 | 0 | 0 | 1,250 | 0 | 0 | 0 |
| D2437. SRM 3037 TERRANORA AREA E REGIONAL ( FUT | 0 | 0 | 0 | 0 | 0 | 1,971 | 0 | 0 | 0 | 0 |
| D2523. SRM 4023 KINGS FOREST REGIONAL (FUTURE) | 0 | 0 | 0 | 2,614 | 0 | 0 | 0 | 0 | 0 | 0 |
| D2525. SRM 4025 COAST ROAD CASUARINA BEACH SUB | 0 | 0 | 0 | 0 | 0 | 0 | 1,693 | 0 | 0 | 0 |
| D2580. SRM 4023 Kings Forest Regional (Future) stg 2 375mm | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,536 | 0 | 0 |
| D3100. Gravity Sewer Rehabilitation | 961 | 992 | 1,302 | 1,348 | 1,395 | 1,444 | 1,494 | 1,547 | 1,601 | 1,657 |
| D3215. Grassmere Place Gravity Upgrade Stg 2 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D3411. Manhole Telemetry Sites | 0 | 0 | 0 | 0 | 66 | 68 | 0 | 0 | 0 | 0 |
| D5004. SRM 2005 Meridian Way Stage 2 | 0 | 0 | 356 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **S002 Sewer Pumping Stations 2.3.3** | **3,806** | **3,328** | **788** | **492** | **1,100** | **1,031** | **1,071** | **1,109** | **1,148** | **1,188** |
| D1202. Tumbulgum Vacuum System | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1300. SPS Replacement | 0 | 0 | 0 | 0 | 600 | 621 | 1,071 | 1,109 | 1,148 | 1,188 |
| D1303. SPS 1003 CHARLES LANE | 0 | 0 | 29 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1304. SPS 1004 HARTIGAN STREET | 0 | 0 | 29 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1306. SPS 1006 MOOBALL STREET | 0 | 0 | 29 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1307. SPS 1008 Harwood Street | 0 | 0 | 29 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1368. SPS 1008 Greenhills Caravan Park - telemetry upgrade | 0 | 0 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1371. SPS 1011 Showgrounds - telemetry upgrade | 0 | 0 | 29 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1372. SPS 1002 River Street | 0 | 0 | 0 | 285 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1402. SPS 2002 FLORENCE STREET, WEST | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1403. SPS 2003 Beryl Street | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1410. SPS 2010 Coral Street - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1414. SPS 2014 PARKES DRIVE | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1416. SPS 2016 POWELL STREET | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1417. SPS 2017 FRANCES STREET | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1420. SPS 2020 JACARANDA AVENUE | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1421. SPS 2021 GOLLAN DRIVE (SMALL) | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1430. SPS 2030 Carramar Drive - telemetry upgrade | 0 | 39 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1431. SPS 2031 KIATA PARADE | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1432. SPS 2032 Caloola Drive - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1433. SPS 2033 AFEX PARK | 155 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1434. SPS 2034 Piggabeen Road West - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1444. SPS 2044 Vail Court - telemetry upgrade | 0 | 22 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1445. SPS 2045 LAKE TAHOE DRIVE | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1448. SPS 2048 Silkwood Terrace - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1450. SPS 2050 Balwarra Place - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1452. SPS 2052 Boyd Family Park Regional | 0 | 0 | 0 | 0 | 500 | 0 | 0 | 0 | 0 | 0 |
| D1475. SPS 2042 River Terrace - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1504. SPS 3004 MARTINELLI AVENUE | 282 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1507. SPS 3007 Kirkwood Road, East - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1508. SPS 3008 Eunga Street Park | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1519. SPS 3019 Leisure Drive East | 0 | 211 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1522. SPS 3022 FRASER DRIVE (SMOKE HOUSE) | 461 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1523. SPS 3023 Acacia & James St - telemetry upgrade | 37 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1526. SPS 3026 Winders Place - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1527. SPS 3027 Shallow Bay Drive - Mech/elec/telem upgrade | 74 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1528. SPS 3028 ENTERPRISE AVE | 0 | 341 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1529. SPS 3029 CHARDONNAY CRESENT | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1533. SPS 3033 HENRY LAWSON DRIVE | 0 | 94 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1535. SPS 3035 Botanical Circuit South - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1536. SPS 3036 Botanical Circuit North - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1537. SPS 3037 TERRANORA AREA E REGIONAL ( FUT | 0 | 382 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1538. SPS 3038 Banora Cove - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1540. SPS 3040 Boat Pumpout Facility At Foysters Jetty - telemetry | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1541. SPS 3041 Dobbys Cres - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1542. SPS 3042 Henry Lawson Dr Nth - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1579. SPS 3005 Bimbadeen Avenue - mech/elec/telem upgrade | 0 | 140 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1588. SPS 3006 Darlington Drive (South) - mech/elec/telem upgrade | 0 | 564 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1590. SPS 3028 Enterprise Ave - Collector manhole | 0 | 0 | 0 | 207 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1591. SPS 3012 Amber Road - Relocation | 1,309 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1592. SPS 3037 Terranora Area E Regional | 0 | 0 | 0 | 0 | 0 | 410 | 0 | 0 | 0 | 0 |
| D1615. SPS 4015 FINGAL ROAD SOUTH | 0 | 234 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1623. SPS 4023 Kings Forest Regional | 0 | 277 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1624. SPS 4024 MARINE PARADE (CHOUX BOX) | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1626. SPS 4026 Casuarina Way (South), (Lift Stn 1) - telemetry upg | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1627. SPS 4027 Collins Lane (Lift Stn 2) - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1628. SPS 4028 Barclay Drive (Lift Stn 3) - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1629. SPS 4029 Kamala Cresent(Lift Stn 4) - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1631. SPS 4031 Bells Bvd "Seaside City" - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1632. SPS 4032 Longboard Circuit - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1671. SPS 4025 Coast Road Casuarina Beach Sub Regional | 120 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1677. SPS 4007 Rutile Street - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1678. SPS 4011 Chinderah Industrial Est. Morton Street - telemetry | 37 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1680. SPS 4014 Kingscliff High School Oxford Street - telemetry up | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1706. SPS 5006 Young Street - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1707. SPS 5007 Coast Road - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1709. SPS 5009 The Coaster Caravan Park - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1711. SPS 5011 Coronation Ave - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1712. SPS 5012 MOUNTBATTEN COURT | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1716. SPS 5016 CUDGERA AVENUE (Koala Beach) | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1717. SPS 5017 Tallowood Avenue - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1718. SPS 5018 McKENZIE AVENUE | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1719. SPS 5019 Cabarita Road - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1720. SPS 5020 Sassafras Court - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1721. SPS 5021 Buckingham Drive - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1722. SPS 5022 Koala Beach 3 - telemetry upgrade | 0 | 0 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1723. SPS 5023 Urunga Dr - SPS Upgrade | 653 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1724. SPS 5024 Overall Drive South - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1725. SPS 5025 Seabreeze Boulevarde - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1726. SPS 5026 Sugarglider Dr Koala Beach - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1727. SPS 5027 Lomandra Ave - telemetry upgrade | 0 | 0 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1771. SPS 5008 Rajungra Street - telemetry upgrade | 32 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D1772. SPS 5013 Andrew Avenue - telemetry upgrade | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4306. SPS 2033 Afex Park Generator | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4308. SPS 5005 Creek St Generator | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4309. SPS 8001 Smiths Ck Rd Generator | 0 | 0 | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4310. SPS 5010 Phillip Dr Generator | 0 | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4311. SPS 5014 Overall Dr Generator | 0 | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4312. SPS 5016 Cudgera Ave Generator | 0 | 0 | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4313. SPS 5028 Coast Rd Generator | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **S003 Sewer Treatment Plants 2.3.3** | **1,266** | **580** | **1,193** | **2,000** | **950** | **8,113** | **6,565** | **9,605** | **40,305** | **69,524** |
| D3500. STP Estimate Only | 0 | 0 | 0 | 0 | 950 | 983 | 2,545 | 2,634 | 2,726 | 2,821 |
| D3523. Banora Pt WWTP Outfall Upgrade to 125,000 EP | 340 | 0 | 0 | 0 | 0 | 7,130 | 0 | 0 | 0 | 0 |
| D3524. Banora Point WWTP Upgrade to 125,000ep | 0 | 0 | 0 | 0 | 0 | 0 | 2,821 | 2,920 | 34,755 | 35,971 |
| D3527. Banora Point WWTP Biosolids Upgrade | 0 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D3537. Kingscliff WWTP Upgrade | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 774 | 28,855 |
| D3538. Kingscliff WWTP - emergency storm lagoon | 0 | 0 | 1,188 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D3542. Murwillumbah WWTP Biosolids and StormLagoon Upgrade | 440 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D3543. Murwillumbah WWTP Inlet Works & Tank Odour Treatment | 40 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D3550. Hastings Point STP | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,051 | 2,050 | 0 |
| D3552. Hastings Point STP Biosolid & Balance Lagoon | 440 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D3570. Tyalgum STP | 6 | 180 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D4030. Kielvale STP | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,877 |
| D4050. Memorial Park Tweed Heads | 0 | 0 | 0 | 0 | 0 | 0 | 212 | 0 | 0 | 0 |
| D4051. Arkinstall Park | 0 | 0 | 0 | 0 | 0 | 0 | 987 | 0 | 0 | 0 |
| D4062. Parkes Lane Sewerage Scheme | 0 | 0 | 0 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **W001 Dams & Weirs 2.3.2** | **0** | **0** | **0** | **0** | **0** | **2,477** | **1,177** | **1,355** | **8,053** | **10,580** |
| B1450. Preferred Augmentation Option | 0 | 0 | 0 | 0 | 0 | 2,477 | 1,177 | 1,355 | 7,439 | 10,580 |
| B1491. Tyalgum Weir Refurbishment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 613 | 0 |
| **W002 Reservoirs 2.3.2** | **103** | **2,395** | **0** | **4,047** | **1,000** | **414** | **556** | **6,230** | **4,910** | **475** |
| B1701. Water Asset Replacement allocation | 0 | 0 | 0 | 0 | 400 | 414 | 428 | 443 | 459 | 475 |
| B1711. Chambers 2 Reservoir | 0 | 2,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1740. DURANBAH 3 RESERVOIR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,787 | 0 | 0 |
| B1763. Country Club Reservoir Inline Chlorination Upgrade | 0 | 48 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1778. McAllisters Reservoir 4 | 0 | 0 | 0 | 0 | 600 | 0 | 0 | 0 | 4,451 | 0 |
| B1785. Nth Tumbulgum Res - Terranora Rd Pt 2//785420 Area E land | 0 | 0 | 0 | 0 | 0 | 0 | 127 | 0 | 0 | 0 |
| B1794. Cowell Park 1 Reservoir | 57 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1797. Hillcrest Reservoir - In line chlorination | 46 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1814. Walmsleys Road 1 Reservoir - inline chlorination upgrade | 0 | 48 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1816. Walmsleys Road 2 Reservoir | 0 | 0 | 0 | 4,047 | 0 | 0 | 0 | 0 | 0 | 0 |
| **W003 Water Pumping Stations 2.3.2** | **0** | **544** | **0** | **0** | **3,532** | **311** | **6,381** | **333** | **344** | **356** |
| B1600. WPS's Estimate Only | 0 | 0 | 0 | 0 | 300 | 311 | 321 | 333 | 344 | 356 |
| B1605. WPS 5 BANORA POINT RES | 0 | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1609. WPS 9 North Tumbulgum | 0 | 0 | 0 | 0 | 0 | 0 | 1,476 | 0 | 0 | 0 |
| B1624. WPS 24 TUMBULGUM BOOSTER PS | 0 | 0 | 0 | 0 | 0 | 0 | 4,338 | 0 | 0 | 0 |
| B1628. WPS 28 Fingal Booster | 0 | 369 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1631. WPS 31 Point Danger | 0 | 0 | 0 | 0 | 395 | 0 | 0 | 0 | 0 | 0 |
| B1633. WPS 33 Lamanda Crt | 0 | 0 | 0 | 0 | 300 | 0 | 0 | 0 | 0 | 0 |
| B1659. WPS 9 North Tumbulgum | 0 | 0 | 0 | 0 | 0 | 0 | 246 | 0 | 0 | 0 |
| B1681. WPS 1 & 1A Kyogle Road | 0 | 0 | 0 | 0 | 2,502 | 0 | 0 | 0 | 0 | 0 |
| B3006. Flow meter WPS 7 Marana Reservoir | 0 | 0 | 0 | 0 | 35 | 0 | 0 | 0 | 0 | 0 |
| B3020. Flow meter WPS 20 Rayles Lane | 0 | 48 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3021. Flow meter WPS 20A Rayles Lane Booster to Azure | 0 | 48 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **W004 Water Mains 2.3.2** | **1,525** | **3,698** | **580** | **5,458** | **10,076** | **11,701** | **8,574** | **6,140** | **10,368** | **9,776** |
| B1901. Kings Forest Duplication | 0 | 0 | 0 | 4,494 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1902. Wharf St to Little St Watermain 750mm x 270m | 0 | 0 | 0 | 689 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1903. Civic Centre To Condong | 0 | 0 | 0 | 0 | 5,008 | 5,183 | 0 | 0 | 0 | 0 |
| B1904. South Tumbulgum to Tweed River Crossing | 0 | 0 | 0 | 0 | 0 | 0 | 3,866 | 0 | 0 | 0 |
| B1905. Tumbulgum - Tweed River Crossing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,267 | 0 | 0 |
| B1906. North Tumbulgum - River Crossing To WPS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,236 | 0 |
| B1907. WPS 9 to WPS 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,556 |
| B1936. Intersection Cane Rd TV Way 600mm | 264 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B1961. Taggets Hill bypass 300mm x 500??m | 0 | 0 | 0 | 0 | 875 | 0 | 0 | 0 | 0 | 0 |
| B1965. Kings Forest Duplication TSC Contribution | 0 | 2,036 | 0 | 0 | 0 | 2,336 | 0 | 0 | 0 | 0 |
| B1968. Mountain View Esp to McAllisters 4 Res | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,088 | 0 |
| B2000. Mains Replacement | 0 | 0 | 0 | 0 | 4,000 | 4,140 | 4,285 | 4,435 | 4,590 | 4,751 |
| B2077. Prospero Street 150mm x 160m | 0 | 0 | 0 | 136 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2092. Hastings Pt Bridge Watermain Repl 250mm x 250m | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2104. Hillcrest Ave (James to Ridgeway) | 264 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2500. Mains New | 0 | 0 | 0 | 0 | 0 | 0 | 423 | 438 | 453 | 469 |
| B2502. Terranora Rd 250mm to East Banora | 0 | 491 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2562. Kennedy Dr Phase 3 Retic Upgrade (Limosa St to Bridge) 150mm | 0 | 642 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2564. WPS 31 associated mains | 0 | 0 | 0 | 0 | 85 | 0 | 0 | 0 | 0 | 0 |
| B2612. Stuart St (Bay to Navigation Ln) 150mm x 125m | 35 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2634. Boundary St Wharf to WPS 31 | 450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2635. Burringbar Res to Broadway/TVW 250mm x 600m | 0 | 355 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2636. Broadway/TVW to Station St 200mm x 120m | 0 | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2637. Broadway/TVW to Burringbar School 150mm x 600m | 0 | 0 | 325 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B2638. Burringbar School to existing 150m near Greenvale 150mm x 35 | 0 | 0 | 145 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3004. Flow meter Botanical Cct PRV4 | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3005. Flow meter Kennedy Dr Plasson PRV | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3007. Flow meter Interconnection at Simpson Dr | 0 | 0 | 0 | 70 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3008. Flow meter Interconnection at Simpson Dr North | 0 | 0 | 0 | 70 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3009. Flow meter Short St | 0 | 0 | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3010. Flow meter Wilson Park crossing | 0 | 0 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3013. Flow meter Banora Hill Dr (Oxley Cove) | 0 | 0 | 0 | 0 | 42 | 0 | 0 | 0 | 0 | 0 |
| B3014. Flow meter Llyod St Actuator | 0 | 0 | 0 | 0 | 0 | 42 | 0 | 0 | 0 | 0 |
| B3015. Flow meter Kirkwood/Minjungbal | 0 | 0 | 0 | 0 | 67 | 0 | 0 | 0 | 0 | 0 |
| B3022. Leisure Dr Flow meter/Control Valve | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| B3503. Boundary St Wharf to Stuart St 200mm x 225m | 191 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **W005 Water Treatment 2.3.2** | **500** | **0** | **4,456** | **0** | **1,200** | **1,242** | **1,285** | **1,330** | **6,697** | **1,425** |
| B1276. Bray Park WTP capital non project | 0 | 0 | 4,456 | 0 | 0 | 0 | 0 | 0 | 5,320 | 0 |
| B1301. Water Asset Replacement allocation | 0 | 0 | 0 | 0 | 1,200 | 1,242 | 1,285 | 1,330 | 1,377 | 1,425 |
| B1580. Uki WTP | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **W006 Water Consumer Services 2.3.2** | **335** | **346** | **356** | **367** | **379** | **391** | **403** | **415** | **428** | **442** |
| B0611. Twd District Water Retic | 335 | 346 | 356 | 367 | 379 | 391 | 403 | 415 | 428 | 442 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Grand Total** | **31,144** | **30,546** | **28,213** | **33,347** | **39,854** | **49,412** | **53,152** | **50,690** | **93,466** | **113,982** |

**Attachment 19a - Sensitivity Analysis – Consolidated (With Special Rate Variation)**

|  |  |  |  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | +2.00% |  | 1,035,972 | 1,108,995 | 1,142,215 | 1,176,423 | 1,211,649 | 1,247,943 | 1,285,317 | 1,323,824 | 1,363,476 | 1,404,307 |
| General Fund Rates | A |  |  | 53,352,549 | 55,449,770 | 57,110,759 | 58,821,160 | 60,582,451 | 62,397,166 | 64,265,871 | 66,191,180 | 68,173,775 | 70,215,360 |
|  | W | -1.00% |  | (517,986) | (554,498) | (571,108) | (588,212) | (605,825) | (623,972) | (642,659) | (661,912) | (681,738) | (702,154) |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | +1.00% |  | 394,048 | 428,758 | 445,447 | 478,522 | 512,883 | 548,674 | 593,278 | 625,508 | 659,732 | 694,646 |
| User Charges & Fees | A |  |  | 41,375,050 | 45,019,597 | 46,771,889 | 50,244,821 | 53,852,683 | 57,610,813 | 62,294,216 | 65,678,316 | 69,271,844 | 72,937,879 |
| (non statutory) | W | -2.00% |  | (788,096) | (857,516) | (890,893) | (957,044) | (1,025,765) | (1,097,349) | (1,186,556) | (1,251,016) | (1,319,464) | (1,389,293) |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | +2.00% |  | (2,583,792) | (2,816,212) | (3,347,374) | (3,649,468) | (3,946,333) | (4,319,284) | (4,654,332) | (5,437,671) | (5,647,207) | (5,103,021) |
| Interest Received | A |  |  | (7,751,376) | (8,448,636) | (10,042,121) | (10,948,404) | (11,838,998) | (12,957,853) | (13,962,995) | (16,313,013) | (16,941,622) | (15,309,062) |
|  | W | -2.00% |  | 2,583,792 | 2,816,212 | 3,347,374 | 3,649,468 | 3,946,333 | 4,319,284 | 4,654,332 | 5,437,671 | 5,647,207 | 5,103,021 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | -1.00% |  | (498,503) | (513,759) | (530,545) | (547,809) | (565,751) | (584,280) | (603,417) | (623,181) | (643,593) | (664,674) |
| Employee Costs | A |  |  | 51,595,041 | 53,174,028 | 54,911,414 | 56,698,203 | 58,555,203 | 60,473,016 | 62,453,676 | 64,499,264 | 66,611,882 | 68,793,792 |
|  | W | +0.50% |  | 249,251 | 256,879 | 265,273 | 273,904 | 282,875 | 292,140 | 301,709 | 311,591 | 321,797 | 332,337 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | -2.00% |  | (131,520) | (171,040) | (210,560) | (250,080) | (292,600) | (336,120) | (379,640) | (423,160) | (466,680) | (510,200) |
| Borrowing Costs | A |  |  | 12,976,600 | 12,639,414 | 12,277,925 | 11,881,792 | 11,502,033 | 11,021,230 | 10,559,815 | 10,042,544 | 9,491,120 | 8,951,187 |
|  | W | +2.00% |  | 131,520 | 171,040 | 210,560 | 250,080 | 292,600 | 336,120 | 379,640 | 423,160 | 466,680 | 510,200 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | -1.00% |  | (468,722) | (512,397) | (513,101) | (526,698) | (545,092) | (564,612) | (577,289) | (596,973) | (613,766) | (635,554) |
| Materials & Contracts | A |  |  | 48,278,328 | 51,239,730 | 51,310,100 | 52,669,757 | 54,509,206 | 56,461,188 | 57,728,879 | 59,697,320 | 61,376,564 | 63,555,422 |
|  | W | +1.00% |  | 468,722 | 512,397 | 513,101 | 526,698 | 545,092 | 564,612 | 577,289 | 596,973 | 613,766 | 635,554 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | O = Optimistic |  | A = Adopted |  | W = Worse case | |  |  |  |  |

**Attachment 19b - Sensitivity Analysis – Consolidated (Base Case - Without Special Rate Variation)**

|  |  |  |  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | +2.00% |  | 1,035,972 | 1,066,015 | 1,097,995 | 1,130,935 | 1,164,863 | 1,199,809 | 1,235,803 | 1,272,877 | 1,311,064 | 1,350,395 |
| General Fund Rates | A |  |  | 53,352,549 | 54,899,770 | 56,546,759 | 58,243,160 | 59,990,451 | 61,790,166 | 63,643,871 | 65,553,180 | 67,519,775 | 69,545,360 |
|  | W | -1.00% |  | (517,986) | (533,007) | (548,998) | (565,468) | (582,432) | (599,905) | (617,902) | (636,439) | (655,532) | (675,198) |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | +1.00% |  | 394,048 | 428,758 | 445,447 | 478,522 | 512,883 | 548,674 | 593,278 | 625,508 | 659,732 | 694,646 |
| User Charges & Fees | A |  |  | 41,375,050 | 45,019,597 | 46,771,889 | 50,244,821 | 53,852,683 | 57,610,813 | 62,294,216 | 65,678,316 | 69,271,844 | 72,937,879 |
| (non statutory) | W | -2.00% |  | (788,096) | (857,516) | (890,893) | (957,044) | (1,025,765) | (1,097,349) | (1,186,556) | (1,251,016) | (1,319,464) | (1,389,293) |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | +2.00% |  | (2,583,792) | (2,816,212) | (3,347,374) | (3,649,468) | (3,946,333) | (4,319,284) | (4,654,332) | (5,437,671) | (5,647,207) | (5,103,021) |
| Interest Received | A |  |  | (7,751,376) | (8,448,636) | (10,042,121) | (10,948,404) | (11,838,998) | (12,957,853) | (13,962,995) | (16,313,013) | (16,941,622) | (15,309,062) |
|  | W | -2.00% |  | 2,583,792 | 2,816,212 | 3,347,374 | 3,649,468 | 3,946,333 | 4,319,284 | 4,654,332 | 5,437,671 | 5,647,207 | 5,103,021 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | -1.00% |  | (498,503) | (513,759) | (530,545) | (547,809) | (565,751) | (584,280) | (603,417) | (623,181) | (643,593) | (664,674) |
| Employee Costs | A |  |  | 51,595,041 | 53,174,028 | 54,911,414 | 56,698,203 | 58,555,203 | 60,473,016 | 62,453,676 | 64,499,264 | 66,611,882 | 68,793,792 |
|  | W | +0.50% |  | 249,251 | 256,879 | 265,273 | 273,904 | 282,875 | 292,140 | 301,709 | 311,591 | 321,797 | 332,337 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | -2.00% |  | (131,520) | (171,040) | (210,560) | (250,080) | (292,600) | (336,120) | (379,640) | (423,160) | (466,680) | (510,200) |
| Borrowing Costs | A |  |  | 12,976,600 | 12,639,414 | 12,277,925 | 11,881,792 | 11,502,033 | 11,021,230 | 10,559,815 | 10,042,544 | 9,491,120 | 8,951,187 |
|  | W | +2.00% |  | 131,520 | 171,040 | 210,560 | 250,080 | 292,600 | 336,120 | 379,640 | 423,160 | 466,680 | 510,200 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | O | -1.00% |  | (468,722) | (492,133) | (492,681) | (505,745) | (523,468) | (542,274) | (554,436) | (573,391) | (589,539) | (610,538) |
| Materials & Contracts | A |  |  | 48,278,328 | 50,689,730 | 50,746,100 | 52,091,757 | 53,917,206 | 55,854,188 | 57,106,879 | 59,059,320 | 60,722,564 | 62,885,422 |
|  | W | +1.00% |  | 468,722 | 492,133 | 492,681 | 505,745 | 523,468 | 542,274 | 554,436 | 573,391 | 589,539 | 610,538 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | O = Optimistic |  | A = Adopted |  | W = Worse case | |  |  |  |  |

**Attachment 20a - Rate Notice (With Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
| **Rates** |  | |  |  |  |  |  |  |  |  |
| Residential | $990.00 | $1,013.76 | $1,039.10 | $1,065.08 | $1,091.71 | $1,119.00 | $1,146.98 | $1,175.65 | $1,205.04 | $1,235.17 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Waste Management** |  |  |  |  |  |  |  |  |  |  |
| Garbage charge | $315.30 | $331.07 | $347.62 | $365.00 | $383.25 | $402.41 | $422.53 | $443.66 | $465.84 | $489.13 |
| Landfill management charge | $50.40 | $52.92 | $55.57 | $58.34 | $61.26 | $64.32 | $67.54 | $70.92 | $74.46 | $78.19 |
| Greenwaste collection charge x 1 | $59.50 | $62.48 | $65.60 | $68.88 | $72.32 | $75.94 | $79.74 | $83.72 | $87.91 | $92.30 |
|  | $425.20 | $446.46 | $468.78 | $492.22 | $516.83 | $542.67 | $569.81 | $598.30 | $628.21 | $659.62 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Sewer Access Charge** | $782.00 | $832.00 | $887.00 | $948.00 | $1,014.00 | $1,084.00 | $1,157.00 | $1,232.00 | $1,309.00 | $1,388.00 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Water Access Charge** |  |  |  |  |  |  |  |  |  |  |
| 20mm service | $158.50 | $169.60 | $181.50 | $194.20 | $207.80 | $222.40 | $238.00 | $254.70 | $272.50 | $279.48 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Water Volumetric** |  |  |  |  |  |  |  |  |  |  |
| @ 200 Kl | $540.00 | $590.00 | $640.00 | $700.00 | $760.00 | $820.00 | $880.00 | $930.00 | $980.00 | $1,030.00 |
|  |  |  |  |  |  |  |  |  |  |  |
| Water Volumetric /Kl | $2.70 | $2.95 | $3.20 | $3.50 | $3.80 | $4.10 | $4.40 | $4.65 | $4.90 | $5.15 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total for a Residential Property** | **$2,895.70** | **$3,051.82** | **$3,216.39** | **$3,399.50** | **$3,590.34** | **$3,788.08** | **$3,991.79** | **$4,190.65** | **$4,394.76** | **$4,592.27** |

**Attachment 20b - Rate Notice (Base Case - Without Special Rate Variation)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
| **Rates** |  | |  |  |  |  |  |  |  |  |
| Residential | $990.00 | $1,013.76 | $1,039.10 | $1,065.08 | $1,091.71 | $1,119.00 | $1,146.98 | $1,175.65 | $1,205.04 | $1,235.17 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Waste Management** |  |  |  |  |  |  |  |  |  |  |
| Garbage charge | $315.30 | $331.07 | $347.62 | $365.00 | $383.25 | $402.41 | $422.53 | $443.66 | $465.84 | $489.13 |
| Landfill management charge | $50.40 | $52.92 | $55.57 | $58.34 | $61.26 | $64.32 | $67.54 | $70.92 | $74.46 | $78.19 |
| Greenwaste collection charge x 1 | $59.50 | $62.48 | $65.60 | $68.88 | $72.32 | $75.94 | $79.74 | $83.72 | $87.91 | $92.30 |
|  | $425.20 | $446.46 | $468.78 | $492.22 | $516.83 | $542.67 | $569.81 | $598.30 | $628.21 | $659.62 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Sewer Access Charge** | $782.00 | $832.00 | $887.00 | $948.00 | $1,014.00 | $1,084.00 | $1,157.00 | $1,232.00 | $1,309.00 | $1,388.00 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Water Access Charge** |  |  |  |  |  |  |  |  |  |  |
| 20mm service | $158.50 | $169.60 | $181.50 | $194.20 | $207.80 | $222.40 | $238.00 | $254.70 | $272.50 | $279.48 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Water Volumetric** |  |  |  |  |  |  |  |  |  |  |
| @ 200 Kl | $540.00 | $590.00 | $640.00 | $700.00 | $760.00 | $820.00 | $880.00 | $930.00 | $980.00 | $1,030.00 |
|  |  |  |  |  |  |  |  |  |  |  |
| Water Volumetric /Kl | $2.70 | $2.95 | $3.20 | $3.50 | $3.80 | $4.10 | $4.40 | $4.65 | $4.90 | $5.15 |
|  |  |  |  |  |  |  |  |  |  |  |
| **Total for a Residential Property** | **$2,895.70** | **$3,051.82** | **$3,216.39** | **$3,399.50** | **$3,590.34** | **$3,788.08** | **$3,991.79** | **$4,190.65** | **$4,394.76** | **$4,592.27** |

**Attachment 21 - Asset Management Funding - General Fund**

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

The asset management plans are updated on a rolling program. The above figures were derived from 2011/12 calculations.

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

**Attachment 22**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
|  | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
| General Fund | 9.8% | 9.5% | 9.2% | 8.9% | 8.7% | 8.4% | 8.3% | 8.1% | 7.6% | 7.0% |
| Water Fund | 20.8% | 18.3% | 17.1% | 15.6% | 14.3% | 13.1% | 11.9% | 10.9% | 10.2% | 9.8% |
| Sewer Fund | 16.5% | 15.1% | 14.0% | 13.0% | 7.9% | 7.2% | 6.4% | 5.9% | 5.6% | 5.5% |
| Consolidated | 12.94% | 12.20% | 11.67% | 11.08% | 9.67% | 9.14% | 8.65% | 8.27% | 7.76% | 7.32% |

