



Long-Term Financial Plan

Living Holroyd Resourcing Strategy



Document Control

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Introduction

The aim of the Long Term Financial Plan for Holroyd City Council is to provide a framework to assist decision making that will ensure the Council has a financially sustainable long term future.

Financial sustainability in local government has been a major challenge due to:

- Costs increasing faster than our revenues;
- The growing size of our community;
- requests from communities for expanded services;
- resources being diverted from traditional areas of local government expenditure via cost shifting and infrastructure demands;
- rate pegging constraints;
- uncertainty over grant income;
- imposed limits on local development contributions; and
- Increased maintenance due to an ageing infrastructure network.

These all contribute to limit the ability of a council to plan for its future with high levels of certainty.

This Long Term Financial Plan establishes the financial framework, mechanism and financial targets of the Council that underpins Council's key planning documents – the Community Strategic Plan, the Delivery Program and the Operational Plan. It is the basis to guide Council in the decision making process across multiple years. It contains guiding philosophies to promote a consistent financial direction spanning financial years and council terms.

This Long Term Financial Plan predicts Holroyd's future funding requirements in order to maintain a strong financial position and achieve the community's goals and objectives.

This Long Term Financial Plan incorporates the financial results for 2013/14, the 2013/14 Operational Plan and information from the Special Rate Variation and Asset Management Plans.

Financial planning over a 10 year horizon is inherently challenging and obviously relies on a variety of assumptions that will undoubtedly change during this period. The Long Term Financial Plan will therefore be closely monitored, and regularly revised, to reflect these changing circumstances.



Current Financial Position of Council

Council's net operating result for 2013/14 was a surplus of \$0.925m (\$2.360m surplus in 2012/13).

Council ended the financial year ended 30 June 2014 with an Unrestricted Working Funds Balance of \$3.25m (\$2.35m as at 30 June 2013).

Council maintained adequate cash reserves to meet future obligations and unforeseen circumstances. Council's internal cash reserves as at 30 June 2014 totalled \$17.69m (\$19.72m as at 30 June 2013).

This financial discipline has continued into the adopted 2014/2015 budget. Council's 2014/2015 budgets were adopted within the confines of the financial policy framework and maintain Council's adequate financial reserves and strong focus on asset management.

This Long Term Financial Plan addresses Council's challenge of maintaining and renewing its' assets and providing the services to a level expected by the community. These expectations have been determined through the development over the years of Council's asset management systems and the extensive consultation process conducted in conjunction of the development of the Community Strategic Plan.

Key Challenges

- Organising and managing the funding the backlog of work in the AMP
- Implementing and funding appropriate asset maintenance and renewals
- Meeting the ongoing expectations of our community
- Managing impacts of cost shifting
- Ensuring financial sustainability.

Scope of This Plan

Key Assumptions

Service Levels

Extensive consultation has been conducted as part of the Community Strategic Planning process and repeated during its 2012 review. Council continues to review its service levels in line with performance and satisfaction in partnership with the community.

Population Growth Projections

Holroyd is a growing City, home to an estimated 108,889 residents at 30 June 2013 and known for its strong cultural diversity and mix of family-friendly neighbourhoods and active industry.

Holroyd's population is growing rapidly.

Over the last 10 years, the population has grown by 19% and is expected to grow another 37% in the next 20 years. This means that an additional estimated 40,000 people moving into the area by 2031 which will impact on our current assets and infrastructure and will require additional infrastructure to support a growing community.

Holroyd Local Environmental Plan

Holroyd City's Local Environmental Plan has responded to this proposed growth by reviewing the development zones across the area to accommodate the targets set for the City. This includes accommodating an additional estimated 40,000 new residents, 10,000 new residential dwellings, 5,500 new jobs and 195,000m² of new commercial floor space over the next 20-25 years, as well as provide up to 20-storey building height for high-rise developments. Up to 7,500 hectares of new employment land is being developed near Holroyd and, with projections of another 280,000 jobs being created in the region over the growth period, the local area will remain a desirable address for residents and business owners long into the future. The LEP came into effect on the 5 August 2013.

Contributions Plan

The Contributions Plans provide a mechanism to levy (charge) for the provision of open space and recreation (including new playing fields), community facilities and traffic management measures. Holroyd City Council's new S94 Contributions Plan came into effect on the 5 August 2013.



Economic Growth

Holroyd City is seen as a major employment hub for Western Sydney, with approximately 40,000 people employed within the local government area. An additional 8,000 jobs are projected to be created by 2031.

Infrastructure

There are no major asset sales or change in management of significant assets that is forecast in this plan. Holroyd City Council will continue to manage its' significant portfolio of assets and infrastructure to support the community, in accordance with the Asset Management Plans. Technology and further asset information may impact on Council's Asset Management Strategy.

The forecast expenditure for infrastructure asset maintenance and renewal has been linked to the Asset Management Plans.

Council is currently the custodian of \$1.2 billion of infrastructure and assets and is continually reviewing our asset renewal forecasts.

Interest Rates

The Long Term Financial Plan is based upon stable interest rates. No significant movements in interest rates have been incorporated into the plan. Current interest rates are considered to be within the range of "normal" interest rates, as articulated by the Reserve Bank of Australia.

Inflation

The Long Term Financial Plan has as its base an inflation figure of 3%. This figure is based on the Reserve Bank of Australia's target inflation range of 2% to 3%.

Revenue Forecasts

Rates

Council's rating structure is reviewed annually as each year's budget is adopted. The Long Term Financial Plan is based on the current rating structure, as confirmed in the adopted 2014/2015 budget.

From 2011/2012 the responsibility for determining rate increases for NSW Councils, both the annual base (or pegged) limit and all applications for Special Rate Variations (SRV), rests with the Independent Pricing and Regulatory Tribunal (IPART). For the annual base (or pegged) limit a new Local Government Cost Index has been established by IPART – this index, less a productivity coefficient, forms the basis for calculating the increase in rating income each year. Councils seeking a rate increase above the annual (pegged) limit are required to submit a SRV application.

With the exception of the SRV approved by IPART for the years 2014/15 – 2018/19 inclusive, rates have been forecast to increase in line with the IPART annual (pegged) limit at an estimated 3% per year. For the 2014/2015 period IPART have determined the increase to be 2.3%.

On 4 June 2014, IPART approved for Holroyd City Council a special rate variation for the next 5 years commencing in the 2014/15 year. A rates increase of 8% for the next 3 years, 2014/15 to 2016/17 and 7% for the years 2017/18 and 2018/19. From the 2019/20 year the rates increase will then revert to the IPART peg limit of around 3%.

This update of the Long Term Financial Plan, incorporates the IPART approved SRV.

The annual increase in rate revenue will allow Council to continue to provide existing services and infrastructure. For example, this would mean:



- Maintaining opening hours and programs at our libraries
- Maintenance of sports grounds, parks and gardens at a good to very good standard.
- Roads, footpath, cycleways and drains would be maintained at a good to very good standard.
- Environmental and sustainability programs would be retained
- Processing times for customers making requests, lodging applications, seeking permits would remain the same
- Our community events program would remain
- The backlog of infrastructure asset renewal works would be reduced over time.

Council Resolution

On 18 February 2014, Council adopted the Living Holroyd Delivery Program (CCL013-14) (incorporating the 2014/2015 Operational Plan) and submitted the application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) rate increase of 8% for each year from 2014/2015 to 2016/2017 and 7% each year in 2017/2018 and 2018/2019, and then permanently incorporate those increases into the general income base.

Following IPART's approval Council formally adopted its Delivery Program, Operational Plan and Budget for 2014/15 including the approved SRV at its meeting on 4 June 2014 (CCL013-14)

Rating Policy

As a result of IPART's approval of the Special Rate Variation, Council adopted a rate levy for the 2014/2015 rating year that reflects the approved rate increase in the following format:

For Ordinary Rates

The Residential Sector to pay 69% of the total levy with a base component of 50% and the remaining 50% of the levy based on the land value of the property.

The Business Sector to pay 31% of the total levy. The levy to be based on the land value of the property, subject to a minimum levy.

Base Amount, Minimum Levy and Rates in the Dollar

Rates are required to be made for the 2014/2015 rating year in accordance with the Special Rate Variation and Chapter 15, part 4 and 5 of the Local Government Act 1993, as follows:



Residential – Ordinary Rates

An ordinary residential rate of zero point one five nine seven five one (0.159751) cents in the dollar on the land value of all rateable land categorised as Residential in the City, together with a residential base rate of \$388.76 per assessment be now made and levied for the rating year 1 July 2014 to 30 June 2015.

Business – Ordinary Rates

An ordinary business rate of zero point six two eight five five nine (0.628559) cents in the dollar on the value of all rateable land categorised as Business in the City subject to a minimum charge of \$ 879.84 per assessment be now made and levied for the rating year 1 July 2014 and 30 June 2015.

Residential – Special Infrastructure Rate

A special infrastructure rate of zero point zero two zero one three seven (0.020137) cents in the dollar on the land value of all rateable land categorised as Residential in the City be now made and levied for the rating year 1 July 2014 to 30 June 2015.

Business – Special Infrastructure Rate

A special infrastructure rate of zero point zero four zero six two five six (0.0406256) cents in the dollar on the land value of all rateable land categorised as Business in the City be now made and levied for the rating year 1 July 2014 and 30 June 2015.

Long Term Financial Plan and Statement of Revenue Policy

Following IPART's approval of Council's Special Rate variation application, Council's Long Term Financial Plan has now been updated in this document to reflect the rate increases approved.

Stormwater Management Program

The State Government amended the Local Government Act to encourage councils to implement a program of major improvements for stormwater management funded by a Stormwater Management Services charge.

Under the Long Term Financial Plan, the Stormwater Management Services charges have been forecast to be maintained at existing rates, in line with the present legislative practice.

Domestic Waste Charges

Council's Domestic Waste function is required to be self-funding and annual charges are calculated to cover the anticipated costs of the waste and recycling collection services.



Domestic Waste charge increases have been and will continue to be influenced by disposal costs. Disposal cost increases are largely driven by State Government levies aimed at waste reduction.

For the overall finances of Council, there is no impact on the Long Term Financial Plan as any Domestic Waste funds are separately accounted for using the Waste Management Reserve.

Interest on Investments

Council has a diversified investment portfolio. Funds are invested in accordance with the Minister's Order and Council's adopted Investment Policy.

The estimated return on invested funds has been set at 5% throughout the Long Term Financial Plan.

Fees, User Charges and Other Income

Income in this category is derived from an extensive range of services provided to the community.

Fees and charges are reviewed annually and most are subject to fluctuations particularly as a response to local and general economic conditions. Many of the fees and charges are set by statute and do not provide for annual increases in line with the increased cost of providing the services.

Fees and Charges are set annually by Council and due consideration is given to the level of cost recovery.

The Long Term Financial Plan has assumed that fees, charges and other income will generally increase in line with the CPI figure of 3%.

Grants and Contributions

Grants and contributions provide a significant source of funds for Council.

This funding is maintained at real current levels throughout the Long Term Financial Plan.

Net Gain from Disposal of Assets

The Long Term Financial Plan assumes that all assets are disposed of at their written down value.



Expenditure Forecasts

Staff Costs

Staff costs are predicted to increase by 3.00% per year in the Long Term Financial Plan.

This forecast is attributable to known & predicted award increases, superannuation contributions, workers compensation costs, skills and performance progression and market forces.

The forecast is also based on a stable organisation, that minimises additional staffing needs, as reflected in Council's workforce strategy.

Borrowing Costs

Holroyd City Council is currently debt free. There are currently no external borrowings as a financing source within the Long Term Financial Plan. Council will use much of its internal cash reserves to help fund the Long Term Financial Plan objectives.

Loan borrowings will be used, where appropriate throughout the life of the Long Term Financial Plan as a mechanism to bring forward the construction of new or renewal assets.

Materials and Contracts

Under the Long Term Financial Plan, all materials and contracts have been forecast to increase in line with the IPART Local Government Cost Index at 3% per year.

The Long Term Financial Plan forecasts that from 2014/2015 (the first year of the forecast Special Rate Variation) levels of asset maintenance will increase in line with projected maintenance requirement levels as set out in the Asset Management Plans.

Other Expenses

Under the Long Term Financial Plan, other expenses have been forecast to increase in line with the IPART Local Government Cost Index at 3% per year.

Depreciation

Depreciation and useful life estimates are based on Council's accounting policies and useful lives as stated in Council's Asset Management Plans. Future asset revaluations will have an impact on infrastructure remaining lives as well as future depreciation charges.

Risk Assessment

How Certain are the Revenue Streams?

The 'rates and annual charges' income being ordinary rates for residential and business and charges for domestic waste and stormwater have a high confidence of certainty over the projected 10 year period.

How Accurate are the Projected Estimates of Expenditure?

Projections of estimated operating expenditure take into account known cyclical expenditure requirements and the local government cost index, in addition to the forecast inflationary index.

The 2014/15 basis for projecting operating expenditure is sound and has been developed over several budget preparation cycles. In the context of the Long Term Financial Plan these costings are reliable estimates that provide a solid basis for future projections.

Projections of capital expenditure will be based on the respective Asset Management Plans. Each of these Plans identifies an optimal level of renewal expenditure. These projections are accurate and in line with the service and intervention levels identified in the Asset Management Plans.

What Could Impact on Income and Expenditures?

The major potential impacts on forecasted income and expenditures include:

- variations in underlying assumptions – interest rates, CPI, employee costs, population forecasts, grants;
- changes to Legislation and / or Standards;
- future decisions of Council;
- major projects not foreseen; and
- changes to community aspirations.

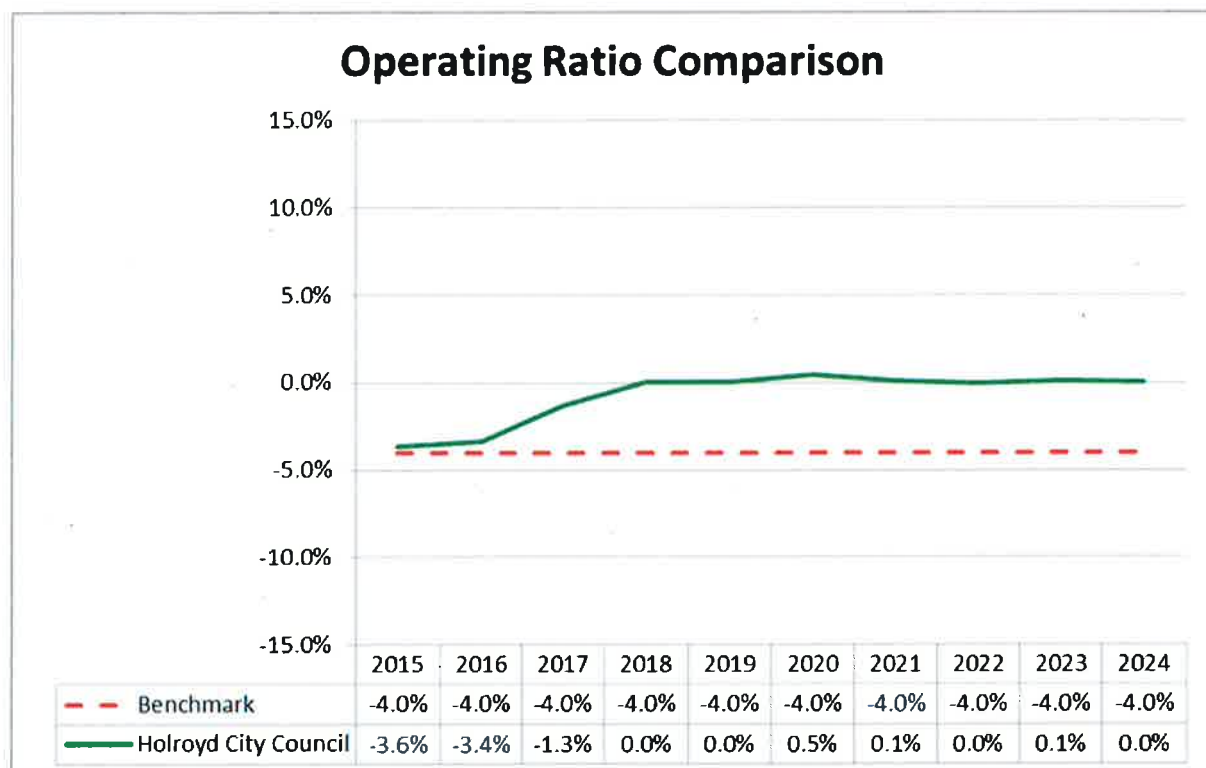
The Long Term Financial Plan is subject to change as the environment in which it has been prepared changes.

Performance Measures

The performance measures have been updated to align to the ratios used by NSW Treasury Corporation (TCorp). A summary of the indicators are as follows in the table. The financial ratios for the LTFP 2014/15 to 2023/24 have been calculated from the Income Statement, Balance Sheet and Cash Flow Statements at appendices 1, 2 and 3.

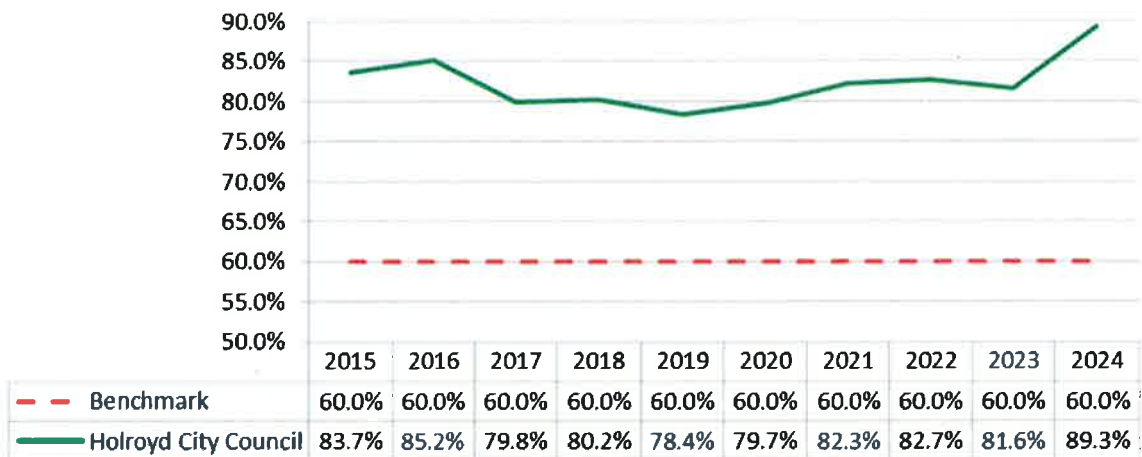
Indicator	2011/12	2012/13	2013/14	2014/15	2018/19	2023/24	10 Year Average 2015/2024	Target
Operating Ratio	-5.7%	-1.4%	-4.2%	-3.6%	0%	0%	-0.6%	<-4.0%
Own Source Operating Revenue Ratio	80.4%	81.0%	81.8%	83.7%	78.4%	89.3%	82.3%	>60%
Cash Expense Cover Ratio	6.3	6.4	6.3	8.3	6.0	4.5	6.2	>3.0
Unrestricted Current Ratio	3.43	3.00	2.60	2.80	1.70	1.60	1.90	>1.5
Debt Service Ratio*	20.0	20.0	20.0	19.0	19.0	19.0	19.0	>2
Capital Expenditure Ratio	0.9	1.4	0.9	1.1	2.1	1.3	1.7	>1.1
Asset Management Ratio	0.50	0.80	0.76	1.0	1.0	1.0	1.0	≥1.0
Infrastructure Backlog Ratio	0.08	0.04	0.02	0.016	0.007	0.005	0.01	<0.02
Building & Infrastructure Renewal Ratio	45%	64%	61%	87%	180%	122%	140%	>100%

*Holroyd has no debt and as such a rating has been applied which shows a strong operating surplus over interest expense position which is zero, satisfying the benchmark.

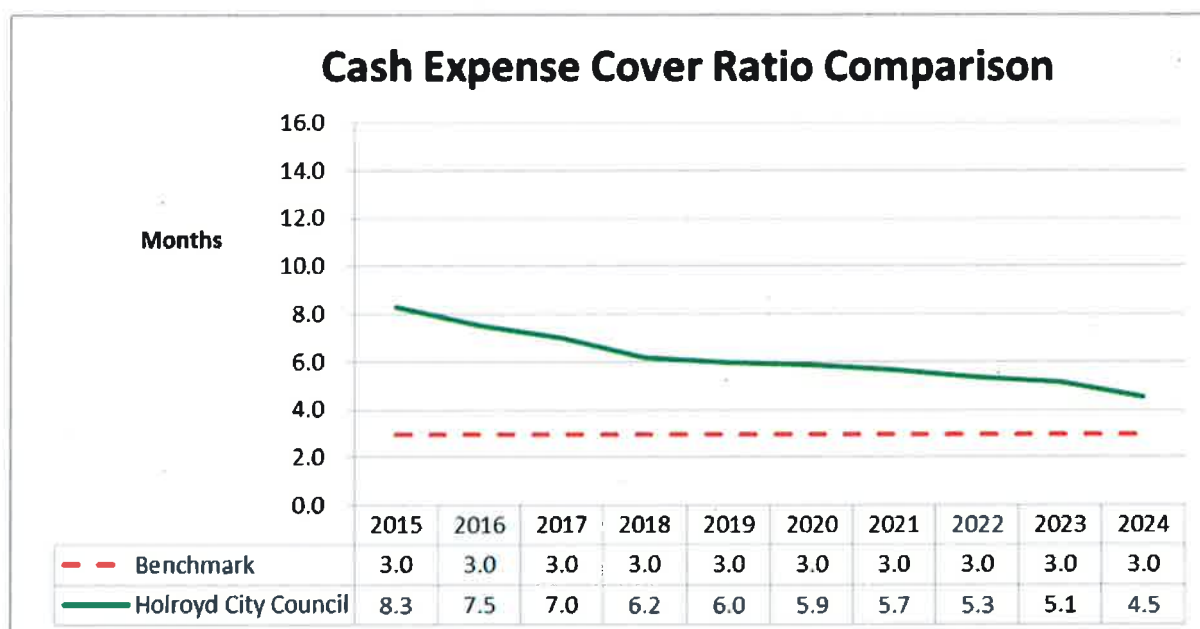


The operating ratio graph measures the operating revenue excluding capital grants less operating expenses as a percentage of operating revenue. A measure of better than negative 4% is considered to be above a desired benchmark. As can be seen from the operating ratio graph the Holroyd City Council operating ratio exceeded the benchmark in year 1 of the 10 year LTFP with -3.6% in 2015 under the Benchmark of -4.0%. The following years continue to improve with -3.4% in year 2 or 2016, down to -1.3% in 2017 and from year 4 achieving breakeven or 0% through to year 10 being 2024. The improvement in the operating ratio can be attributed to Special Rate Variation (SRV) approved by IPART commencing in the first year of the LTFP being 2014/15 year with a rates income increase of 8% for the next 3 years and 7% for the years 2017/18 and 2018/19. With the continuation of a high funds holding of 'cash and investments' a continued stream of investment income consistent with the 2014 financial statements and a high level of section 94 developer contributions and fee income with the increased development activity at the start of the first LTFP year of 2014/2015.

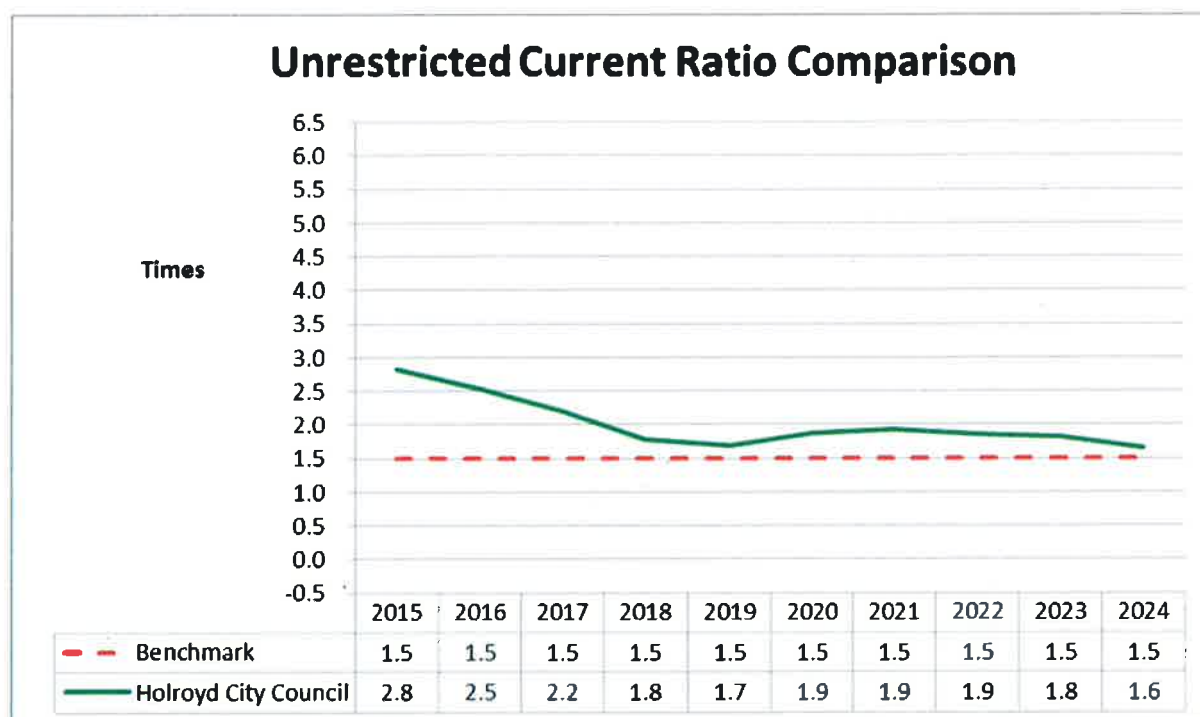
Own Source Operating Revenue Ratio Comparison



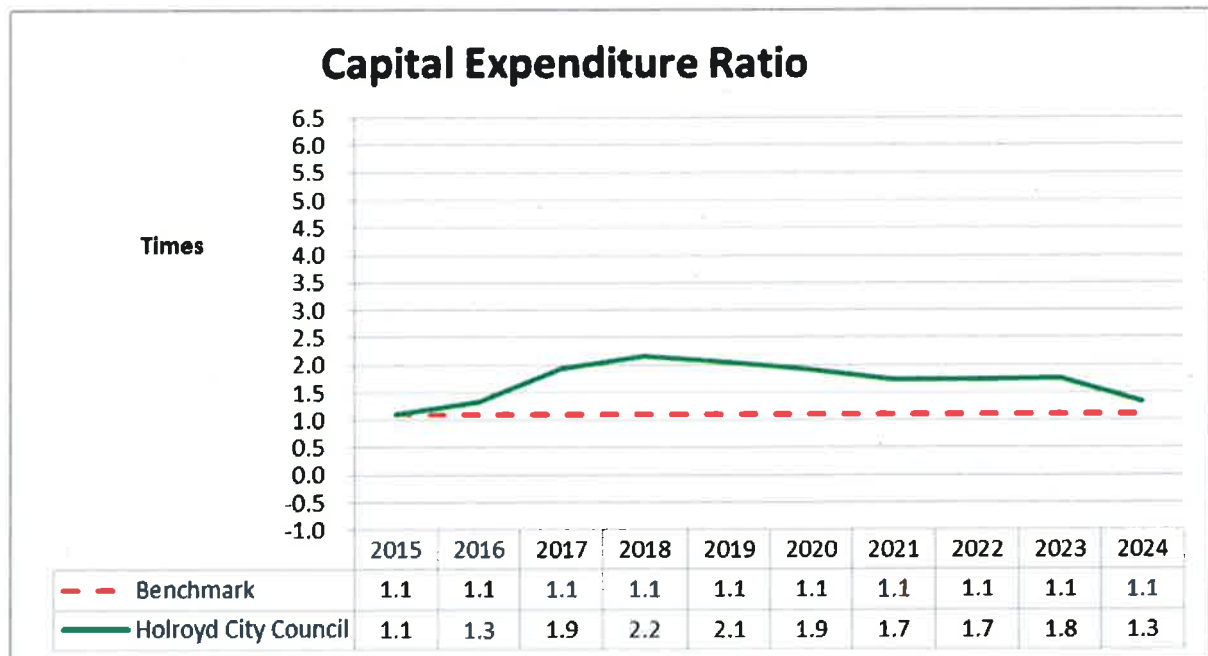
The own source operating revenue ratio measures total operating revenue less operating and capital grants as a percentage of total operating revenue and exceeding a benchmark of greater than 60% is a desirable result. Own Source Operating Revenue ratio remains in the range of 80% compared to the benchmark of 60%. The SRV commencing in the first year of the LTFP with a rates income increase of 8% for the next 3 years and 7% for the years 2017/18 and 2018/19.



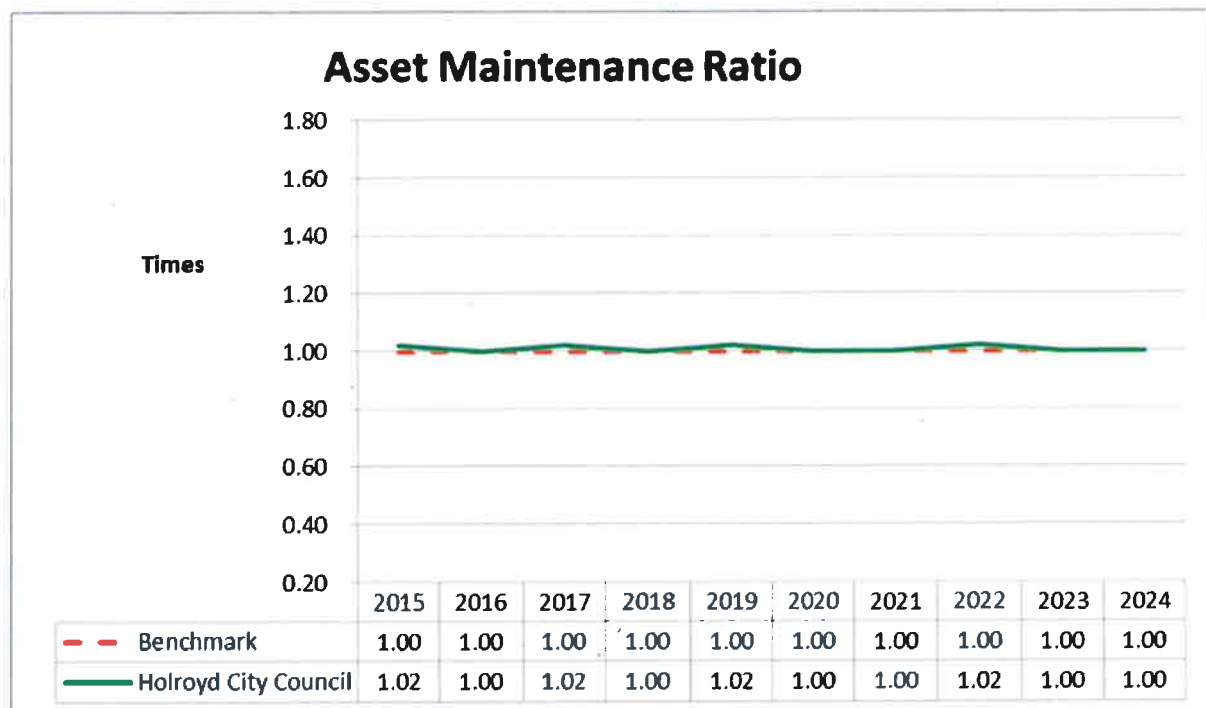
The cash expense cover ratio shows a percentage of the current year's cash and cash equivalents (includes liquid investments) divided by total expenses less depreciation less interest converted to months. The Cash Expense Cover Ratio calculation includes cash and term bank deposits (investments) which are redeemable within a week's notice, and as such they are 'cash equivalents'. The Cash expense ratio averaging 6.2 months is well above the benchmark of 3 months.



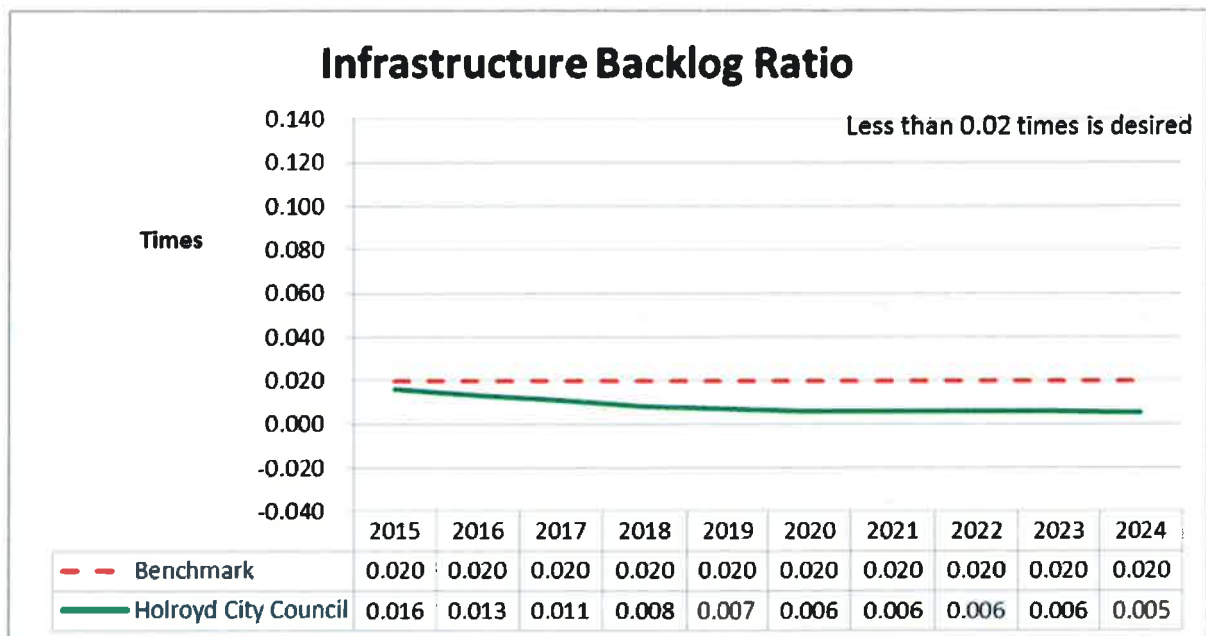
The unrestricted current ratio is a measure of current assets less external restrictions over current liabilities less specific purpose liabilities. As can be seen from the graph above due to Council's strong cash and investments position Holroyd City Council exceeds the benchmark. Holroyd performs strongly in the Unrestricted Current Ratio with an average of the 10 years at 1.9 times is over the benchmark of 1.5 times.



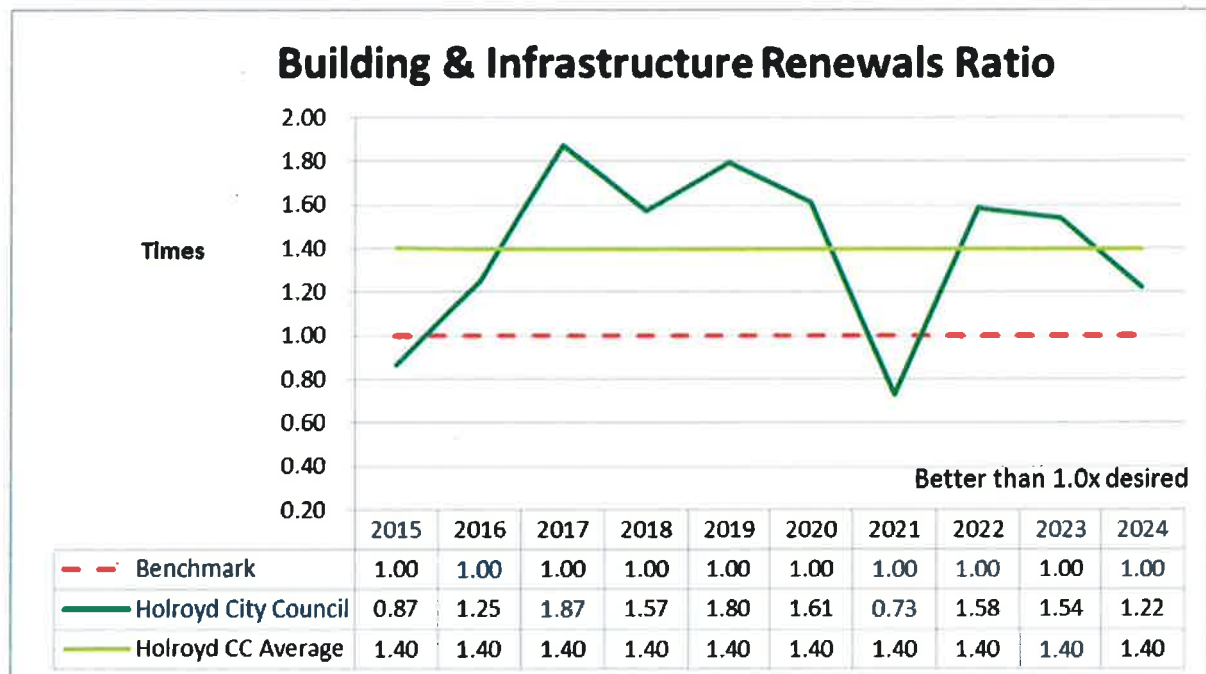
The capital expenditure ratio measures the annual capital expenditure over the annual depreciation. The benchmark is greater than 1.1 x and as can be seen from the Holroyd City Council exceeds the benchmark with an average of 1.7 times over the 10 year period. The increased capital expenditure over the 10 year period is part of the Special Rate Variation funded program.



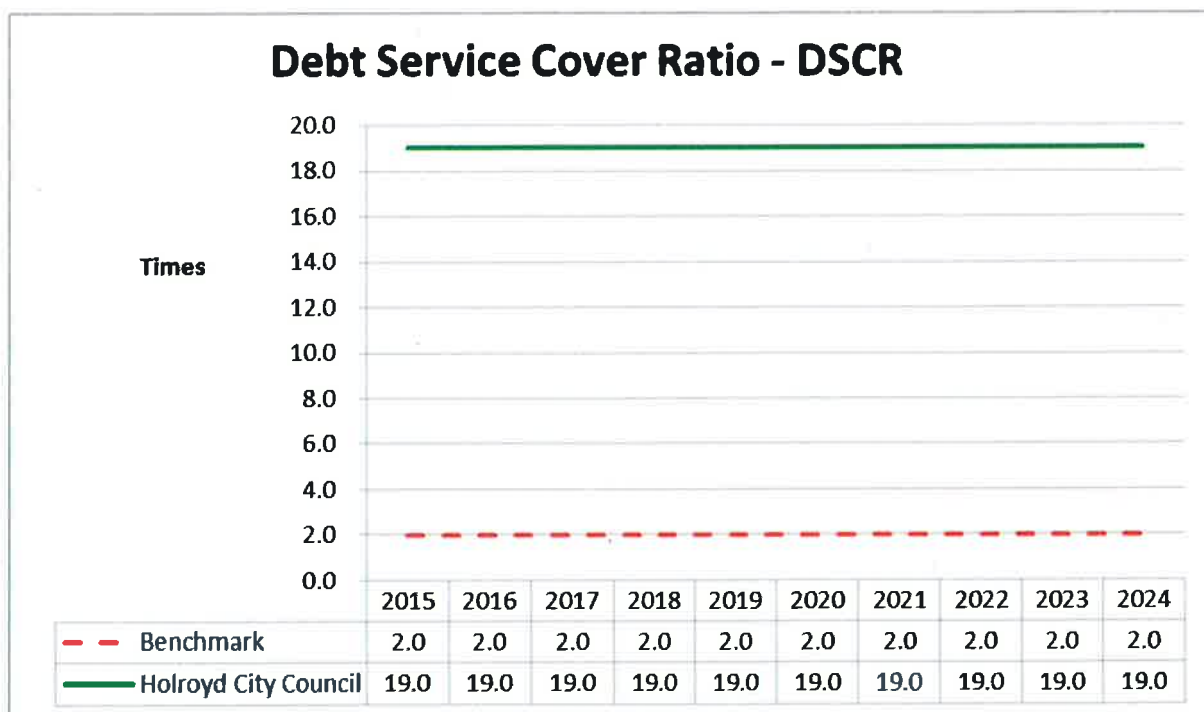
The Asset maintenance ratio measures the actual asset maintenance divided by the required asset maintenance and achieving a benchmark greater than 1 x is desirable. With the program of maintenance committed under the SRV Council will achieve the benchmark as all actual asset maintenance will be as per the required asset maintenance.



The Infrastructure backlog ratio measures the cost to bring assets to a satisfactory condition as per Special Schedule No 7 divided by the total infrastructure assets per schedule 7. The benchmark goal is to be below .02 x. The Infrastructure Backlog ratio (where lower is better) averages for the 10 years at 0.01 times is lower than the set minimum benchmark of 0.02 times. The Infrastructure Backlog ratio has been dropping in the 2013 and 2014 years and this is a continuation of the trend with the increased spending on renewals and infrastructure maintenance under the Special Rate Variation program.



The building and infrastructure renewals ratio measures the asset renewals for building and infrastructure divided by the depreciation of building and infrastructure. The goal is to be above the benchmark of 1 x and the Holroyd City Council line shows Council exceeding the benchmark over the 10 year period averaging 1.4 times due to infrastructure renewals spending under the SRV program.



The debt service cover ratio measures the operating results before interest and depreciation divided by the principal repayments and borrowing interests cost of any loans. As Holroyd is debt free in all years we have consistently exceeded the benchmark. It is desirable to be above the benchmark of greater than 2 x. As Holroyd is debt free this ratio is strong.

Review

The Long Term Financial Plan is subject to continuous review.

Management Reporting

Every month, all Managers are required to review their actual and forecast performance for the relevant financial year and report reasons for variations to budgets approved by Council. Further Managers are tasked with identifying opportunities for an improved financial result.

The financial rigour of detailed regular review of financial performance underpins the Long Term Financial Plan.

Quarterly Budget Reviews

Each quarter, a review is undertaken that informs the Council and community of progress to the original budget and the latest revised budget.

Variations to budget are identified and proposals made as part of the review. Council is presented with these proposals and upon resolution Council's budget is adjusted to reflect the changes.

The Quarterly Budget Review enables Council to track progress of the Long Term Financial Plan.

Annual Budgeting Process

Each year, an extensive, detailed and complete budget process is undertaken by Council.

The annual budget process includes a comprehensive review of the Long Term Financial Plan.



Long Term Financial Plan 2014		APPENDIX 1													
Financial Statements															
Nominal values		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL		
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000		
Income from Continuing Operations															
Rates & Annual Charges		54,499	58,627	63,050	67,390	71,907	76,929	80,917	83,986	87,121	90,384	93,606	773,916		
User Charges & Fees		11,633	14,303	14,709	15,185	15,733	16,078	16,672	17,150	17,676	18,226	18,684	164,415		
Interest & Investment Revenue		2,724	3,210	2,818	2,728	2,707	1,639	1,687	1,737	1,789	2,142	2,298	22,755		
Other Revenues		2,469	4,281	4,445	4,694	4,944	5,652	5,971	6,148	6,330	6,628	6,724	55,815		
Grants - Operating Purposes		11,644	10,915	10,239	10,106	10,381	10,664	10,955	11,255	11,564	12,282	12,439	110,801		
Grants - Capital Purposes		4,426	4,773	4,553	12,632	13,216	16,918	15,776	12,256	12,080	14,198	2,131	108,533		
Total Income Continuing Operations		87,395	96,109	99,815	112,735	118,888	127,879	131,978	132,532	136,560	143,859	135,881	1,236,235		
Expenses from Continuing Operations															
Employee Benefits & On-Costs		40,104	42,182	43,410	44,940	46,416	47,977	49,440	50,922	52,448	54,159	55,784	487,677		
Borrowing Costs			0		0	0	0	0	0	0	0	0	0		
Materials & Contracts		15,397	19,516	20,545	21,001	21,909	23,243	23,763	24,721	25,872	27,154	28,602	236,326		
Depreciation & Amortisation		12,929	13,244	13,761	14,301	14,895	15,516	16,205	17,227	18,215	19,233	20,051	162,648		
Other Expenses		18,040	19,702	20,785	21,205	22,470	24,231	26,245	27,299	27,998	29,028	29,335	248,298		
Total Expenses Continuing Operations		86,470	94,644	98,502	101,447	105,690	110,967	115,652	120,170	124,532	129,574	133,772	1,134,950		
Operating Result Continuing Operations		925	1,465	1,313	11,288	13,197	16,912	16,326	12,362	12,028	14,285	2,108	101,286		
Operating Result excl Capital Grants		-3,501	-3,308	-3,240	-1,344	-19	-6	550	106	-52	87	-22	-7,248		
Operating Ratio			-3.6%	-3.4%	-1.3%	0.0%	0.0%	0.5%	0.1%	0.0%	0.1%	0.0%			
Own Source Operating Revenue Ratio			83.7%	85.2%	79.8%	80.2%	78.4%	79.7%	82.3%	82.7%	81.6%	89.3%			



Long Term Financial Plan 2014		APPENDIX 2											
Financial Statements		2013/2014											
		\$ '000	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
Nominal values		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	
Current Assets													
Cash and Cash Equivalents		10,885	10,978	7,698	5,496	1,536	2,083	3,412	3,178	1,962	1,780	7,356	
Investments		45,358	45,358	45,358	45,358	45,358	45,358	45,358	45,358	45,358	45,358	35,358	
Receivables		4,650	4,790	4,933	5,081	5,234	5,391	5,552	5,719	5,890	6,067	6,249	
Inventories		283	291	300	309	319	328	338	348	358	369	380	
Other			424	854	1,289	1,729	2,174	2,624	3,080	3,542	4,009	4,481	
Total Current Assets		61,176	61,841	59,143	57,533	54,175	55,334	57,284	57,683	57,111	57,584	53,825	
Non-Current Assets													
Receivables		342	352	363	374	385	396	408	421	433	446	460	
Infrastructure, Property, Plant & Equipment		953,007	954,344	967,450	989,712	1,015,908	1,041,587	1,066,182	1,088,667	1,112,101	1,137,069	1,154,421	
Investments - equity method		1,641	1,690	1,741	1,793	1,847	1,902	1,959	2,018	2,079	2,141	2,205	
Investment Properties			0	0	0	0	0	0	0	0	0	0	
Intangible Assets			0	0	0	0	0	0	0	0	0	0	
Total Non-Current Assets		954,990	956,386	969,554	991,879	1,018,140	1,043,886	1,068,550	1,091,106	1,114,613	1,139,656	1,157,086	
Current Liabilities													
Payables		16,859	17,104	17,353	17,606	17,862	18,122	18,385	18,653	18,924	19,200	19,479	
Borrowings													
Provisions		10,616	10,934	11,263	11,600	11,948	12,307	12,676	13,056	13,448	13,851	14,267	
Total Current Liabilities		27,475	28,039	28,616	29,206	29,810	30,429	31,061	31,709	32,372	33,051	33,746	
Non-Current Liabilities													
Provisions		1,088	1,121	1,154	1,189	1,225	1,261	1,299	1,338	1,378	1,420	1,462	
Borrowings													
Total Non-Current Liabilities		1,088	1,121	1,154	1,189	1,225	1,261	1,299	1,338	1,378	1,420	1,462	
Net Assets		987,603	989,068	998,927	1,019,017	1,041,280	1,067,530	1,093,473	1,115,742	1,137,974	1,162,769	1,175,702	
Equity													
Retained earnings		702,757	704,222	705,536	716,824	730,021	746,933	763,259	775,621	787,649	801,934	804,043	
Revaluation Reserves		284,846	284,846	293,391	302,193	311,259	320,597	330,215	340,121	350,325	360,834	371,659	
Total Equity		987,603	989,068	998,927	1,019,017	1,041,280	1,067,530	1,093,474	1,115,742	1,137,974	1,162,769	1,175,702	



Long Term Financial Plan 2014												
APPENDIX 3												
Financial Statements	Nominal values											
	2013/2014 \$ '000	2014/2015 \$ '000	2015/2016 \$ '000	2016/2017 \$ '000	2017/2018 \$ '000	2018/2019 \$ '000	2019/2020 \$ '000	2020/2021 \$ '000	2021/2022 \$ '000	2022/2023 \$ '000	2023/2024 \$ '000	
Cash Flows from Operating Activities												
Receipts												
Rates & Annual Charges	54,566	58,478	62,895	67,231	71,743	76,761	80,743	83,807	86,937	90,194	93,410	
User Charges & Fees	11,605	14,303	14,709	15,185	15,733	16,078	16,672	17,150	17,676	18,226	18,684	
Interest & Investment Revenue	2,532	3,210	2,818	2,728	2,707	1,639	1,687	1,737	1,789	2,142	2,298	
Other Revenues	3,531	4,281	4,445	4,694	4,944	5,652	5,971	6,148	6,330	6,628	6,724	
Grants & Contributions	14,713	15,688	14,793	22,738	23,597	27,581	26,731	23,511	23,645	26,480	14,569	
Payments												
Employee Benefits & On-Costs	-39,980	-41,831	-43,048	-44,568	-46,033	-47,581	-49,033	-50,503	-52,016	-53,714	-55,326	
Borrowing Costs		0	0	0	0	0	0	0	0	0	0	
Materials & Contracts	-15,778	-19,753	-20,786	-21,244	-22,156	-23,494	-24,017	-24,978	-26,132	-27,419	-28,870	
Other	-18,472	-19,702	-20,785	-21,205	-22,470	-24,231	-26,245	-27,299	-27,998	-29,028	-29,335	
Net Cash provided in Operating Activities	12,717	14,674	15,041	25,560	28,066	32,404	32,510	29,573	30,230	33,508	22,154	
Cash Flows from Investing Activities												
Investment securities purchases & Borrowings	-4,000	0	0	0	0	0	0	0	0	0	0	
Investment securities sales & borrowings repaid												
Intangibles, Infrastructure, Property, Plant & Equip	-10,354	-14,581	-18,322	-27,762	-32,025	-31,857	-31,182	-29,806	-31,446	-33,691	-26,579	
Net Cash used in Operating Activities	-14,354	-14,581	-18,322	-27,762	-32,025	-31,857	-31,182	-29,806	-31,446	-33,691	-26,579	
Net Change in Cash Equivalents & Inves												
	-1,637	93	-3,280	-2,202	-3,959	547	1,329	-233	-1,216	-182	-4,425	
Investments on Hand	45,358	45,358	45,358	45,358	45,358	45,358	45,358	45,358	45,358	45,358	35,358	
Cash & Cash Equivalents on Hand	10,885	10,978	7,698	5,496	1,536	2,083	3,412	3,178	1,962	1,780	7,356	
Total Cash, Cash Equivalents and Invest	56,243	56,336	53,056	50,854	46,894	47,441	48,770	48,536	47,320	47,138	42,714	
Available Liquidity												
External Restrictions	25,505	25,852	26,665	28,621	30,424	32,191	31,050	30,251	30,076	30,509	28,776	
Internal Restrictions	17,687	15,996	14,500	10,724	8,592	8,508	7,833	6,457	4,817	4,256	3,710	
Unrestricted	13,051	14,488	11,891	11,509	7,878	6,741	9,887	11,828	12,428	12,373	10,227	
Available Liquidity	56,243	56,336	53,056	50,854	46,894	47,441	48,770	48,536	47,320	47,138	42,714	