



Greater Taree
City Council

Long-Term Financial Plan

2014-15 to 2023-24



Amendments	
Version 1	Adopted 18 June 2014 – Min No 150

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Executive Summary

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting for NSW Local Government and forms part of the Resourcing Strategy.

The Resourcing Strategy outlines Council's capacity to manage infrastructure and deliver services over the next ten years and consists of the Workforce Management Plan, the Long Term Financial Plan and the Asset Management Strategy.

The Long Term Financial Plan expresses in financial terms the activities that council proposes to undertake over the short, medium and longer term and will guide the future strategies and actions of council to ensure that it continues to operate in a sustainable manner.

Purpose and Objective

A Long Term Financial Plan provides a framework in which council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan. It exists primarily to facilitate the delivery of the objectives and strategies expressed in the Community Strategic Plan.

It also:

- Establishes greater transparency and accountability to the community;
- Provides an opportunity for early identification of financial issues and any likely impacts in the longer term;
- Provides a mechanism to:
 - Solve financial problems as a whole;
 - See how various plans fit together;
 - Understand the impact of some decisions on other plans and strategies;
- Provides a means of measuring council's success in implementing strategies;
- Provides a means of assessing financial sustainability in the longer term;
- Used to inform the decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program;
- Is for a minimum period of 10 years and updated annually;
- Must be reviewed in detail as part of the four yearly review of the Community Strategic Plan;
- Enables Council to measure ability to fund asset renewal requirements report on the asset renewal key performance indicator;
- Model and manage rate and fee increases that are both manageable and sustainable;
- Models investment and funding strategies which promote intergenerational equity;
- Models an increased ability to fund asset renewal requirements over the term of the plan and an enhanced funding level of capital works in general;
- Progresses Council in managing a position of financial sustainability in the long term.

Greater Taree City Council has a major challenge in meeting asset renewal requirements in the short, medium and long term which will extend beyond the life of the plan which places a greater emphasis on modelling potential funding scenarios that can impact favourably on the level of expenditure on asset renewals and maintenance.

Links between LTFP and Council's Planning Framework

The LTFP is not an end in itself, but a means of ensuring the objectives of the integrated planning framework are matched by an appropriate resource plan.

Council's Delivery Program and Operational Plan are linked to the Manning Valley Community Plan 2010-2030 through the Key Directions;

- Looking after what we have got;
- Respecting the environment;
- A strong economy;
- A great lifestyle; or
- Getting things done

The LTFP includes financial modelling for funding solutions for maintenance and ongoing infrastructure renewal works for "Looking after what we have got".

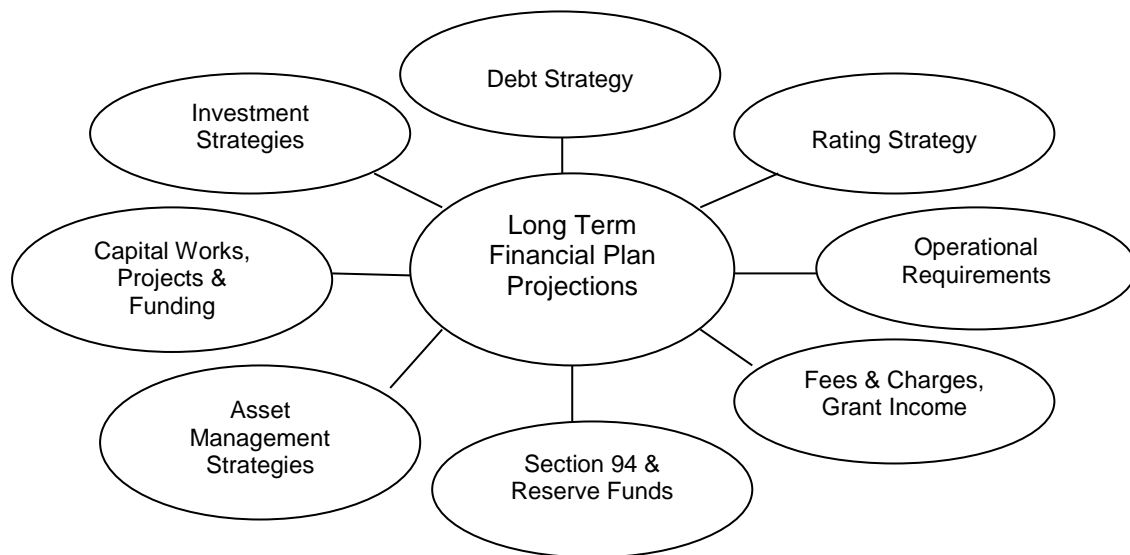
The Operational Plan includes all the initiatives planned for 2014/15 across Council that addresses these Key Directions and are included in the LTFP 2014/15 budget process. The Delivery Plan extends the proposed actions and initiatives for the further 2 years. Many of these initiatives will not impact on budgets.

It is important to acknowledge that any significant changes to the financial strategies expressed in the LTFP will have a consequent impact on Council's ability to deliver the outcomes included in the Delivery Program and the Operational Plan.

The LTFP also endeavours to:

- Establish a prudent and sound financial framework, combining the integrating financial strategies to achieve a planned outcome;
- Establish a financial framework against which Council's strategies, policies and financial performance can be measured;
- Ensure that Council complies with sound financial management principles and plans for the long term financial sustainability of Council;
- Allows Council to meet its obligations under the Council's Charter of the Local Government Act as detailed in Chapter 3.

This LTFP represents a comprehensive approach to documenting and integrating the various financial strategies of Council. In developing the LTFP, several strategy areas are considered as follows:



Assumptions

The LTFP is dependent on a number of planning assumptions.

Economic Growth/Demographics

Council employed an independent consulting firm, Informed Decisions (id) to assist in projections for the future population growth and demographics for the local government area. The unknown impact is the timing of two key developments at Brimbin and Old Bar which could impact on Council's population growth towards the end of the plan period.

Council adopted a reasonable conservative approach with the Scenario 1 (2014/15 Budget Including 5% Environmental Levy) and Scenario 2 (Scenario 1 Plus Additional 5% Capex (capital expenditure) SRV 2016/17) assuming growth for future years of 0.8% per year, with an estimated impact on rates of approximately 0.4%pa (utilising 2 persons per additional household, currently around 2.36) over the term of the model.

Scenario 3 (Scenario 2 plus Increase in Population, Investment and FAG income) assumes a growth on rate income of 0.4% for 2015/16 ranging up to 1.0% in 2023/24 based solely on impact of modelled increased population growth.

It is assumed throughout all scenarios that potential growth will impact on rate income and not on provision of additional services.

Service Delivery/Levels of Service

The underlying assumption in all scenarios is not to provide for increased levels of service but direct any additional funding to increased expenditure of asset renewals and maintenance to address Council's infrastructure backlog. Council will continue to drive efficiencies and review processes to enhance provision of services without increasing costs of delivery where possible.

Major Planned Capital Expenditure

The underlying assumption in all scenarios is to expend funds on asset renewals rather than constructing new assets. This does not prohibit Council from exploring grant funding opportunities and community partnerships where possible to undertake new infrastructure works in accordance with the Community Plan.

Indexation

Council has applied the following indexations to all scenarios from 2015/16 to 2023/24 that are based the recent TCorp assessment on NSW Council's sustainability.

- Rates and annual charges – 3% pa
- All other revenues (excepting user charges income) – 2.5% pa
- Employee costs – 3.5% pa
- All other expenses – 2.5% pa

Council also applied 5% pa for user charges income based on full or partial cost recovery.

Investment revenues vary between the models, with the Scenario 1 (2014/15 Budget Including 5% Environmental Levy) and Scenario 2 (Scenario 1 plus Additional 5% Capex SRV 2016/17) utilising a return of 3.5% for 2014/15, 4.0% for 2015/16 and 4.5% from 2016/17 to 2023/24. Scenario 3 (Scenario 2 plus Increase in Population, Investment and FAG Income) assumes a return of 3.5% for 2014/15, 4.0% for 2015/16, 4.5% for 2016/17 and increases up to 5.5% between 2017/18 to 2023/24.

Revenue Forecasts

Council is heavily reliant on rating income which forms 61% of total income for 2014/15.

Apart from the indexation above and changes in investment revenue earnings, plus known adjustment to grants such as the reduction in receipt of Local Infrastructure Renewal Scheme contributions, the only income variances modelled are as follows:

Scenario 2 (Scenario 1 plus Additional 5% Capex SRV 2016/17) - includes a 5% special rate variation to be utilised for capex (capital expenditure on infrastructure) modelled to commence in 2016/17 which would improve income by approximately \$1.4m in that year and \$12.7m over the life of the plan.

Scenario 3 (Scenario 2 plus Increase in Population, Investment and FAG Income) further extends increased investment returns and increased growth in rate income as above but also includes modelling for increase in financial assistance grants (FAG) received from the Federal Government ranging from 2.5% in 2015/16, 3% in 2016/17, 3.5% in 2017/18, 4.0% in 2018/19, 4.5% in 2019/20 and 5.0% from 2020/21 to 2023/24 Increase in income over the life of the plan is: Rates \$2.5m (general revenue \$1.9m, environmental levy \$0.1m, Capex SRV \$0.5m), Investments \$2m and Financial Assistance Grants (FAG) \$1.3m.

Expenditure Forecasts

Council has applied indexation to operational/capital expenditure as above. Council is currently outsourcing capital works programs where possible and may need to consider additional workforce during the term of the plan to undertake capital works programs should they not be able to outsource these works on an ongoing basis. It is not envisaged that this will impact on overall level of expenditure.

Council has not forecast any increase in current levels of service or additional new projects requiring general revenue funding.

Council has modelled the loan and interest repayments as per the current loan register and has not included any new borrowings at this stage. Council continues to review its current loan portfolio and may consider alternative borrowing solutions in the future.

Scenario 1 (2014/15 Budget Including 5% Environmental Levy) is based on the status quo being the 2014/15 budget adjusted borrowings and for known one off expenditure such as 2014/15 initiatives plus increased expenditure on capital works renewal of infrastructure as follows:

- 2018/19 \$5m (\$2m funded by S94 and \$3m funded from general revenue)
- 2019/20 \$5m (funded from general revenue)
- 2020/21 \$10m (\$2m funded by S94 and \$8m funded from general revenue)
- 2021/22 \$8.5m (funded from general revenue)
- 2022/23 \$11m (\$2m funded by S94 and \$9m funded from general revenue)
- 2023/24 \$9m (funded from general revenue)

Over the term of the plan, an additional \$48.5m has been modelled for expenditure on capital works with a total of \$6m being funded from S94 funding and \$42.5m from general revenues whilst maintaining a relative healthy unrestricted cash ratio due to the reduction in the repayment of borrowing and savings over the past years in recurrent expenditure.

Scenario 2 (Scenario 1 plus Additional 5% Capex SRV 2016/17) also includes reduction of operational expenditure resulting from anticipated savings to be achieved from Council undertaking a more proactive approach to resource sharing across regional groups/joint organisation models of councils. The anticipated savings are \$100k from 2015/16 to 2016/17, \$150k from 2017/18 to 2018/19, and \$200k from 2019/20 to 2022/23.

Scenario 2 (Scenario 1 plus Additional 5% Capex SRV 2016/17) includes additional expenditure over the life of the plan on Capex of \$1.5m in relation to the modelled savings in recurrent expenditure due to resource sharing and \$12.7m in relation to the 5% SRV levied for Capex in 2016/17.

Scenario 3 (Scenario 2 plus Increase in Population, Investment and FAG Income) includes additional operational expenditure over the life of the plan of \$0.1m in relation to increase population growth for the environmental levy projects. Expenditure on Capex also increases by \$5.8m over the life of the plan (\$2.5m in relation to increased population growth for general rates (\$1.9m) and Capex SRV (\$0.5m) plus \$1.3m in relation to increased indexation applied to the Financial Assistance Grants (FAG) and \$2m in relation to increased rates of investment returns).

Depreciation

Depreciation is a non-cash expense, but represents the “wear and tear” on council owned assets and infrastructure. Council has estimated depreciation at approximately \$26m for 2014/15. Indexation of 2.5% is applied across the term of the plan which relates to “all other expenses” as per above. Depreciation adjustments have also been made to reflect to increase in capital expenditure outlined above.

Sensitivity Analysis

Council is required to undertake a sensitivity analysis as per the Planning and Reporting Guidelines. Sensitivity analysis looks at “what if” scenarios to assess the financial impact of underlying assumptions utilised for the LTFP given that long term financial plans are inherently uncertain. Sensitivity analysis can also support decision making and the development of options to meet the objectives of council's Community Strategic Plan and demonstrate that council has considered the potential risks associated with its plans including Asset Management Plan, the Community Strategic Plan and the LTFP.

The LTFP modelling is based on assumptions (which have been outlined above) which can impact the actual outcomes to varying degrees if inaccurate. Council may need to reconsider the resourcing strategies on expenditure and revenue to realign the LTFP subject to any material impacts on underlying assumptions.

Rates and annual charges make up approximately 61% of the projected revenues for 2014/15. Council has applied for a 5% Environmental Levy for 2014/15 which is included in the LTFP. Should council not be successful in obtaining approval, both the variation and related expenditure will be removed with nil impact on the “bottom line” as reported, but will impact on the timing of the expenditure and income as modelled and a reduction in proposed environmental works programs.

Rates can only be increased by the % determined by IPART each year (rate pegging limit) unless Council determines to apply for additional rate income in the form of Special Rate Variations. Council's bottom line will be impacted unfavourably should the rate pegging % announced by IPART falls below its expenditure growth % and Council will also need to manage its collection of rates monies as they fall due.

Employee costs make up approximately 36% of total operational and capital expenditure (excluding depreciation) or approximately 43% of operational expenditure (excluding depreciation) which reflects the service based nature of a significant proportion of Council's activities as well as the maintenance of the considerable infrastructure owned by Council. Council's sensitivity is exposure to unplanned changes in employee costs which include industry wide award negotiations, market forces, skills shortages, staff turnover and attraction and retention of quality staff. Any significant changes can impact on the LTFP.

Risk Assessment

The assumptions included in the LTFP have been tested through a risk assessment process. The risk assessment has considered such questions as:

- How accurate are the projected estimates of expenditure?
- How certain is the revenue stream?
- What could impact on the expenditures?
- What could impact on the revenues?
- What other risks are associated with the key projects eg loss of key staff, loss of subsidy?
- How reliable are the investment options?
- Are ratepayers' funds at risk?
- What are the potential liabilities for Council - legal and financial - if key projects fail?
- How reasonable are the assumptions that Council can maintain service levels at current rates into the future?

Performance Measures

An intrinsic part of the LTFP is the measurement of performance against the plan. The following will be used to assist in the measurement of performance and assess Council's long term financial sustainability.

Unrestricted Current Ratio

This ratio is a measure of Council's ability to meet its financial obligations and assesses the level of liquidity and the ability to satisfy obligations as they fall due in the short term. Ratio = current assets less all external restrictions/current liabilities less specific purpose liabilities.

Benchmark (as adopted by Council):

Good	From 1.5 to 2.5
Satisfactory	Between 1.0 and 1.49, or greater than 2.5
Unsatisfactory	less than 1

Rates and Annual Charges Coverage Ratio (Own Source Revenue)

This ratio addresses the degree of dependence upon revenues from rates and annual charges and to assess the security of Council's income. A lower percentage indicates less dependence Council has on its rates and annual charges and may also indicate that Council is highly reliant on grants and contributions which may be uncertain or for specific purpose. Ratio = rates and annual charges/income from continuing operations.

Benchmark:

Good	Over 60% (target as per TCorp assessment)
Satisfactory	Between 40% and 60%
Unsatisfactory	Less than 40% (but may be dependent on receipt of large one off capital grants)

Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash. $\text{Ratio} = \text{EBITDA} / \text{interest expense (from the income statement)}$. EBITDA is an acronym for "earnings before interest, taxes, depreciation, and amortisation". It is often used to measure the cash earnings that can be used to pay interest and repay principal.

Benchmark:

Greater than 4.0x (as per TCorp assessment)

Net Interest Coverage Ratio

This ratio is a measure of net interest (borrowing cost interest expense less interest and investment revenues) to provide a net interest value divided by total income and expressed as a percentage.

Debt Service Ratio

This ratio assesses the degree to which revenues from continuing operations are committed to the repayment of debt. $\text{Ratio} = \text{debt service cost} / \text{income from continuing operations}$.

Benchmark (as adopted by Council):

Good	Less than 10%
Satisfactory	Between 10% and 20%
Unsatisfactory	Over 20%

Operating Performance Ratio

This ratio measures Council's ability to contain operating expenditure within operating revenues. $\text{Ratio} = \text{operating revenue excluding capital grants and contributions} - \text{operating expenses} / \text{operating revenue excluding capital grants and contributions}$.

Benchmark:

better than negative 4% (as per TCorp assessment)

Net Assets

Net Assets is measured as total assets less total liabilities. The Asset Revaluations over the past years have resulted in a high level of volatility in many councils' Net Assets figure. Consequently, in the short term the value of Net Assets is not necessarily an informative indicator of performance. In the medium to long term however, this is a key indicator of a council's capacity to add value to its operations.

Over time, Net Assets should increase at least in line with inflation plus an allowance for increased population and/or improved or increased services. Declining Net Assets is a key indicator of the council's assets not being able to sustain ongoing operations.

Asset Renewal Ratio

This ratio compares the proportion spent on asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance. Ratio = Asset renewals / depreciation.

Benchmark:

Greater than 1.0x (as per TCorp assessment)

Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the effectiveness of Council's debt recovery. Ratio = rates, annual and extra charges outstanding / rates, annual and extra charges collectible.

Benchmark (as adopted by Council):

Good	6% or below
Satisfactory	From 6.01% to 7.50%
Unsatisfactory	Above 7.5%

Other Debts Outstanding Percentage

This ratio assesses the level of outstanding debts (excluding rates and annual charges) and can be impacted by delays in receiving substantial specific projects grant instalments from other government agencies. Ratio = receivables (excluding rates, annual and extra charges outstanding) / total income (excluding rates, annual and extra charges collectible).

Benchmark:

No specific benchmark, aged debtor reports should be managed routinely noting impact of material outstanding grant payments. Other Debtors balance is influenced by timing of payment of grants from other levels of government.

Long Term Financial Plan Format

The Long Term Financial Plan includes projected income and expenditure statement, balance sheet, cash flow statement and key performance indicators and a budget summary covering the periods from 2013/14 current financial year to 2023/24.

As part of the Integrated Planning and Reporting requirements, Council is required to model various scenarios. These scenarios are to assist Council and its community to understand impact of alternative options/solutions and testing impact of modelled assumptions.

Models are a tool to assist in determining the flexibility Council may have within the plans and assist Council to strategise to develop the best plan over the longer term to meet community expectations.

LTFP Models Overview

Scenario 1: 2014/15 Budget Including 5% Environmental Levy

provides a projection of the status quo with assumptions outlined below. The Scenario 1: 2014/15 Budget Including 5% Environmental Levy projects the 14/15 draft budget over 10 years, taking into account:

- known one off initiative expenditure
- known variations in income/expenditure such as LIRS contribution and election expenses and reserve movements
- waste management reserve transfers (ensuring no general revenue impact for waste management operations)
- indexation as outlined in assumptions above
- growth in rating income of 0.4%
- nil additional growth in services levels
- nil construction of new infrastructure
- investment rate of 3.5% for 2014/15, 4.0% for 2015/16, 4.5% from 2016/17 to 2023/24
- Additional expenditure on capital works of \$48.5m from 2018/19 to 2023/24 with \$6m being funded by S94 and \$42.5m being funded from General Revenue
- Key Performance Indicators for 2023/24 include Unrestricted Cash Ratio: 2.11, Debt Service Ratio: 0.22%, Rates and Annual Charges Coverage Ratio: 61.58%, Interest Coverage Ratio: 70.77%, Asset Renewal Ratio: 71.82%

A key component of the model is the assumption that the current timing of the receipt of the forward instalments of the financial assistance grants remain over the life of the plan, Should the forward instalments be withheld, the unrestricted cash ratio as at 30 June each year will be impacted unfavourably. If in the short term, council may need to defer or undertake works programs subject to funding from S94 or incur a bank overdraft. Council LTFP indicates that the unrestricted cash ratio improves substantially over the medium to longer term of the plan which would minimise any impact if the forward instalments of the financial assistance grants were withheld during this period.

Scenario 2: Scenario 1 plus Additional 5% Capex SRV 2016/17

includes an additional funding scenario option as per below.

- 5% Special Rate Variation to fund increased works on renewal of existing infrastructure to commence in 2016/17 – total additional income of \$12.7m over the term of the plan
- Increased expenditure on capital works \$14.2m over the term of plan (\$12.7m from SRV and \$1.5m from recurrent savings as per below)
- Includes reduction of operational expenditure resulting from anticipated savings to be achieved from Council undertaking a more proactive approach to resource sharing across regional groups/joint organisation models of councils. The anticipated savings are \$100k from 2015/16 to 2016/17, \$150k from 2017/18 to 2018/19, and \$200k from 2019/20 to 2022/23.
- Key Performance Indicators for 2023/24 include Unrestricted Cash Ratio: 2.07, Debt Service Ratio: 0.22%, Rates and Annual Charges Coverage Ratio: 62.44%, Interest Coverage Ratio: 78.34%, Asset Renewal Ratio: 79.19%.

Scenario 3: Scenario 2 plus Increase in Population, Investment and FAG Income

assumes a higher growth in both population (which impacts on rate income but does not model any increase in additional services) plus a more dynamic return on investments and increases in financial assistance grants payments received from the Federal Government.

- Rates of return for investment income is modelled at 3.5% for 2014/15, 4.0% for 2015/16, 4.5% for 2016/17 and increases up to 5.5% between 2017/18 to 2023/24 with an increase in investment income of the life of the plan of \$2m
- Population growth is assumed to increase from 0.8% in 2015/16 to 2% in 2023/24 with a corresponding growth in rate income of 0.4% for 2015/16 ranging up to 1.0% in 2023/24 with an estimated increase in rate income over the life of the plan of \$2.5m (general revenue \$1.9m, environmental levy \$0.1m, Capex SRV \$0.5m)
- Increase in financial assistance grants (FAG) received from the Federal Government ranging from 2.5% in 2015/16, 3% in 2016/17, 3.5% in 2017/18, 4.0% in 2018/19, 4.5% in 2019/20 and 5.0% from 2020/21 to 2023/24 with an increase in grant income over the life of the plan of \$1.3m.
- Increased expenditure on capital works of \$5.8m funded by increases in underlying income assumptions outlined above
- Key Performance Indicators for 2023/24 include Unrestricted Cash Ratio: 2.06, Debt Service Ratio: 0.21%, Rates and Annual Charges Coverage Ratio: 62.32%, Interest Coverage Ratio: 84.23%, Asset Renewal Ratio: 83.76%.

Appendix A: Long Term Financial Plan Models

Scenario 1: 2014/15 Budget Including 5% Environmental Levy (6 pages)

Scenario 2: Scenario 1 plus Additional 5% Capex (Capital Expenditure) SRV 2016/17 (6 pages)

Scenario 3: Scenario 2 plus Increase in Population, Investment and FAG (Financial Assistance Grant) Income (6 pages)

Long-Term Financial Plan

2014/15 – 2023/24

Scenario 1:

2014/15 Budget including 5% Environment Levy



Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024
INCOME STATEMENT

Scenario 1: 2014/15 Budget Including 5% Environment

	Current Year 2013/14	Projected Years									
Levy	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	33,945,460	36,148,379	37,348,141	38,587,815	39,868,732	41,192,269	42,559,847	43,972,936	45,433,049	46,941,758	48,500,681
User Charges & Fees	3,854,750	4,239,453	4,429,856	4,629,242	4,838,042	5,056,713	5,285,738	5,525,622	5,776,890	6,040,090	6,315,813
Interest & Investment Revenue	1,547,589	1,300,998	1,600,298	1,800,298	1,900,298	2,000,298	2,300,298	2,400,298	2,450,298	2,450,298	2,500,298
Other Revenues	961,095	890,288	912,546	935,360	958,744	982,713	1,007,281	1,032,463	1,058,274	1,084,730	1,111,848
Grants & Contributions provided for Operating Purposes	14,594,736	10,198,812	10,427,782	10,684,128	10,951,007	11,223,582	11,500,022	11,774,497	12,094,185	12,398,265	12,732,922
Grants & Contributions provided for Capital Purposes	16,963,630	6,080,550	6,232,567	6,388,383	6,548,092	6,711,795	6,879,589	7,051,581	7,227,871	7,408,569	7,593,783
Total Income from Continuing Operations	71,867,260	58,858,480	60,951,190	63,025,226	65,064,915	67,167,370	69,532,775	71,757,397	74,040,567	76,323,710	78,755,345
Expenses from Continuing Operations											
Employee Benefits & On-Costs	18,513,182	18,551,939	19,184,933	19,859,908	20,558,502	21,281,550	22,054,904	22,829,453	23,631,109	24,460,823	25,319,578
Borrowing Costs	2,057,422	1,819,038	1,563,695	1,287,760	1,091,983	884,010	784,248	390,611	336,645	690,478	262,124
Materials & Contracts	15,433,445	16,553,202	16,472,696	17,209,709	17,318,171	17,757,156	18,207,362	18,989,058	19,142,554	19,628,149	20,126,151
Depreciation & Amortisation	33,177,000	25,990,400	26,640,163	27,306,168	27,988,823	28,813,543	29,658,881	30,662,852	31,641,923	32,707,972	33,750,669
Other Expenses	5,387,124	5,737,663	5,881,106	6,028,134	6,178,837	6,333,309	6,491,642	6,653,932	6,820,281	6,990,789	7,165,559
Total Expenses from Continuing Operations	74,568,173	68,652,242	69,742,593	71,691,679	73,136,316	75,069,568	77,197,037	79,525,906	81,572,512	84,478,211	86,624,081
Operating Result from Continuing Operations	(2,700,913)	(9,793,762)	(8,791,403)	(8,666,453)	(8,071,401)	(7,902,198)	(7,664,262)	(7,768,509)	(7,531,945)	(8,154,501)	(7,868,736)
Net Operating Result for the Year	(2,700,913)	(9,793,762)	(8,791,403)	(8,666,453)	(8,071,401)	(7,902,198)	(7,664,262)	(7,768,509)	(7,531,945)	(8,154,501)	(7,868,736)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(19,664,543)	(15,874,312)	(15,023,970)	(15,054,836)	(14,619,493)	(14,613,993)	(14,543,851)	(14,820,090)	(14,759,816)	(15,563,070)	(15,462,519)

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET

Scenario 1: 2014/15 Budget Including 5% Environment Levy	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Investments	39,672,657	41,547,355	44,417,715	48,310,174	53,491,749	54,793,218	56,448,431	55,942,799	56,954,913	57,258,084	60,844,715
Receivables	4,877,694	4,045,801	4,188,824	4,337,747	4,497,671	4,643,379	4,795,578	4,936,953	5,102,927	5,264,584	5,449,187
Inventories	615,603	637,463	636,024	650,088	652,236	660,654	669,287	684,208	687,219	696,530	706,080
Other	575,879	617,162	619,017	643,422	650,671	667,104	683,954	710,019	718,948	737,115	755,743
Total Current Assets	48,741,833	49,847,781	52,861,579	56,941,431	62,292,327	63,764,354	65,597,250	64,273,978	66,464,007	66,956,313	70,755,725
Non-Current Assets											
Receivables	344,794	366,695	378,641	390,986	403,744	416,929	430,555	444,638	459,193	474,234	489,780
Inventories	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899
Infrastructure, Property, Plant & Equipment	533,832,183	519,044,485	503,887,092	488,350,764	472,426,028	460,978,176	448,994,130	441,322,984	431,497,561	423,439,001	412,678,979
Total Non-Current Assets	534,187,876	519,422,079	504,276,632	488,752,649	472,840,671	461,406,004	449,435,585	441,778,521	431,967,653	423,924,135	413,179,658
TOTAL ASSETS	582,929,710	569,269,861	557,138,211	545,694,080	535,132,998	525,170,358	515,032,834	506,052,499	498,431,660	490,880,448	483,935,384
LIABILITIES											
Current Liabilities											
Payables	6,940,413	6,249,571	5,984,785	6,108,375	6,138,220	6,524,494	6,661,030	7,157,612	7,172,870	7,485,459	7,532,752
Borrowings	3,945,245	3,816,461	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	150,179	-
Provisions	5,396,000	5,746,000	6,046,000	6,396,000	6,746,000	7,096,000	7,471,000	7,846,000	8,221,000	8,596,000	8,971,000
Total Current Liabilities	16,281,658	15,812,032	15,745,103	15,860,103	16,191,449	17,141,330	16,778,278	16,073,747	16,098,701	16,231,638	16,503,752
Non-Current Liabilities											
Borrowings	22,285,965	18,469,504	14,755,186	11,399,458	8,092,229	4,571,393	1,925,145	855,010	150,179	-	-
Provisions	7,785,000	8,205,000	8,646,000	9,109,050	9,595,253	10,105,765	10,641,803	11,204,644	11,795,626	12,416,157	13,067,715
Total Non-Current Liabilities	30,070,965	26,674,504	23,401,186	20,508,508	17,687,482	14,677,158	12,566,948	12,059,654	11,945,805	12,416,157	13,067,715
TOTAL LIABILITIES	46,352,623	42,486,536	39,146,289	36,368,611	33,878,930	31,818,488	29,345,226	28,133,400	28,044,506	28,647,795	29,571,467
Net Assets	536,577,087	526,783,325	517,991,922	509,325,469	501,254,068	493,351,870	485,687,608	477,919,099	470,387,154	462,232,653	454,363,917
EQUITY											
Retained Earnings	293,357,087	283,563,325	274,771,922	266,105,469	258,034,068	250,131,870	242,467,608	234,699,099	227,167,154	219,012,653	211,143,917
Revaluation Reserves	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000
Council Equity Interest	536,577,087	526,783,325	517,991,922	509,325,469	501,254,068	493,351,870	485,687,608	477,919,099	470,387,154	462,232,653	454,363,917
Total Equity	536,577,087	526,783,325	517,991,922	509,325,469	501,254,068	493,351,870	485,687,608	477,919,099	470,387,154	462,232,653	454,363,917

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024
CASH FLOW STATEMENT























































	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Scenario 1: 2014/15 Budget Including 5% Environment Levy	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	33,930,576	36,005,356	37,270,247	38,507,330	39,785,569	41,106,339	42,471,058	43,881,192	45,338,252	46,843,806	48,399,469
User Charges & Fees	4,036,589	4,185,845	4,403,323	4,601,457	4,808,946	5,026,241	5,253,823	5,492,194	5,741,876	6,003,413	6,277,391
Interest & Investment Revenue Received	1,465,649	1,283,318	1,574,934	1,774,400	1,867,919	1,986,521	2,284,462	2,399,540	2,432,124	2,440,233	2,473,969
Grants & Contributions	31,229,277	17,291,192	16,640,917	17,051,324	17,477,140	17,912,926	18,356,772	18,803,188	19,296,346	19,781,865	20,299,765
Other	2,147,949	869,907	936,094	960,110	984,423	1,009,262	1,034,696	1,060,669	1,088,142	1,115,209	1,143,793
Payments:											
Employee Benefits & On-Costs	(18,254,067)	(18,200,320)	(19,143,667)	(19,509,908)	(20,208,502)	(20,931,550)	(21,679,904)	(22,454,453)	(23,256,109)	(24,085,823)	(24,944,578)
Materials & Contracts	(14,962,582)	(16,377,347)	(16,460,230)	(17,107,902)	(17,284,103)	(17,686,624)	(18,135,040)	(18,880,140)	(19,101,280)	(19,550,182)	(20,046,206)
Borrowing Costs	(2,048,029)	(1,835,641)	(1,579,756)	(1,303,392)	(1,106,105)	(897,928)	(799,065)	(401,748)	(341,149)	(693,444)	(262,756)
Bonds & Deposits Refunded	(200,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-
Other	(4,987,124)	(5,317,663)	(5,440,106)	(5,565,084)	(5,692,635)	(5,822,796)	(5,955,604)	(6,091,092)	(6,229,299)	(6,370,258)	(6,514,001)
Net Cash provided (or used in) Operating Activities	32,358,238	17,804,646	18,151,757	19,358,336	20,582,652	21,652,391	22,831,198	23,809,352	24,968,903	25,484,818	26,826,844
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	505,632	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,595,967	1,001,000	1,026,025	1,051,676	1,077,968	1,104,917	1,132,540	1,160,854	1,189,875	1,219,622	1,250,113
Payments:											
Purchase of Investment Securities	(17,672,657)	(1,874,698)	(2,870,361)	(3,892,459)	(5,181,575)	(1,301,469)	(1,655,214)	-	(1,012,114)	(303,171)	(3,586,632)
Purchase of Infrastructure, Property, Plant & Equipment	(29,736,758)	(12,985,703)	(12,490,960)	(12,803,235)	(13,123,317)	(18,148,610)	(18,787,689)	(23,829,590)	(23,076,529)	(25,696,438)	(24,340,147)
Net Cash provided (or used in) Investing Activities	(45,813,448)	(13,859,401)	(14,335,296)	(15,644,018)	(17,226,924)	(18,345,162)	(19,310,362)	(22,163,104)	(22,898,768)	(24,779,987)	(26,676,665)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	2,000,000	-	-	-	-	-	-	-	-	-	-
Repayment of Borrowings & Advances	(3,528,790)	(3,945,245)	(3,816,461)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(150,179)
Net Cash Flow provided (used in) Financing Activities	(1,528,790)	(3,945,245)	(3,816,461)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(150,179)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,984,000)	-	-	-	-	-	-	(1,000,000)	1,000,000	-	-
plus: Cash, Cash Equivalents & Investments - beginning of year	17,984,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Investments - end of the year	39,672,657	41,547,355	44,417,715	48,310,174	53,491,749	54,793,218	56,448,431	55,942,799	56,954,913	57,258,084	60,844,715
Cash, Cash Equivalents & Investments - end of the year	42,672,657	44,547,355	47,417,715	51,310,174	56,491,749	57,793,218	59,448,431	57,942,799	59,954,913	60,258,084	63,844,715
Representing:											
- External Restrictions	33,518,189	34,989,841	36,673,086	38,489,750	40,446,327	40,549,608	42,806,693	43,225,020	45,853,745	46,675,093	49,682,079
- Internal Restrictions	5,904,125	6,013,381	6,158,824	5,985,885	6,133,795	6,282,983	6,433,482	6,265,325	6,418,545	6,573,178	6,729,257
- Unrestricted	3,250,343	3,544,133	4,585,805	6,834,539	9,911,627	10,960,627	10,208,256	8,452,454	7,682,623	7,009,813	7,433,379
42,672,657	44,547,355	47,417,715	51,310,174	56,491,749	57,793,218	59,448,431	57,942,799	59,954,913	60,258,084	63,844,715	63,844,715

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2024

FINANCIAL PERFORMANCE INDICATORS

Scenario 1: 2014/15 Budget Including 5% Environment Levy

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Unrestricted Current Ratio	1.29	1.28	1.43	1.65	1.95	1.94	2.01	2.04	2.04	2.03	2.11
Debt Service Ratio	11.01%	10.80%	9.68%	8.66%	7.40%	6.72%	6.67%	4.43%	1.77%	1.70%	0.22%
Rates & Annual Charges Coverage Ratio	47.23%	61.42%	61.28%	61.23%	61.28%	61.33%	61.21%	61.28%	61.36%	61.50%	61.58%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.55%	6.58%	6.57%	6.33%	6.23%	5.91%	5.95%	5.97%	5.89%	5.92%	5.94%
Own Source Operating Revenue Ratio	52.60%	68.62%	68.54%	68.57%	68.71%	68.86%	68.81%	68.98%	69.16%	69.42%	69.60%
Operating Performance Ratio (Operating Surplus/(Deficit) Ratio - on total operating income)	-35.82%	-30.08%	-27.46%	-26.58%	-24.98%	-24.17%	-23.21%	-22.90%	-22.09%	-22.58%	-21.73%
Operating Surplus/(Deficit) Ratio - on own sourced operating income	-48.78%	-37.28%	-33.92%	-32.76%	-30.74%	-29.68%	-28.43%	-28.00%	-26.97%	-27.54%	-26.46%
Budgeted Income/(Expenditure) Gap (excluding Reserve Transfers)	(31,585,886)	(25,041,709)	(24,190,634)	(24,250,611)	(23,591,216)	(28,675,118)	(28,934,933)	(33,481,463)	(30,493,580)	(33,583,744)	(31,084,562)
Budgeted Income/(Expenditure) Gap (including Reserve Transfers)	(33,687,771)	(26,622,617)	(26,019,322)	(25,894,336)	(25,695,703)	(28,927,587)	(31,342,517)	(33,731,633)	(33,275,525)	(34,559,725)	(34,247,627)
Interest Cover Ratio	7.57	6.56	8.43	10.51	13.24	17.06	20.27	41.56	51.15	25.83	70.77
Net Interest Coverage Ratio	0.71%	0.88%	-0.06%	-0.81%	-1.24%	-1.66%	-2.18%	-2.80%	-2.85%	-2.31%	-2.84%
Net Interest Coverage Ratio - adjusted by externally restricted investment income	2.40%	2.62%	1.97%	1.33%	0.85%	0.43%	0.20%	-0.31%	-0.32%	0.18%	-0.37%
Other Debtor Outstanding Percentage	8.01%	9.28%	9.29%	9.77%	10.03%	10.64%	10.47%	10.39%	10.60%	10.58%	10.61%
Asset Renewal Ratio (all assets)	80.94%	46.95%	46.95%	46.95%	46.95%	64.10%	63.41%	80.40%	72.71%	79.09%	71.82%
EBITDA (earnings before interest, taxes, depreciation & amortisation)	15,569,879	11,935,126	13,179,888	13,539,092	14,461,313	15,083,560	15,899,278	16,233,373	17,218,752	17,835,380	18,550,274
Net Assets	536,577,087	526,783,325	517,991,922	509,325,469	501,254,068	493,351,870	485,687,608	477,919,099	470,387,154	462,232,653	454,363,917
Operational Result before Capital Grants & Contributions	(19,664,543)	(15,874,312)	(15,023,970)	(15,054,836)	(14,619,493)	(14,613,993)	(14,543,851)	(14,820,090)	(14,759,816)	(15,563,070)	(15,462,519)
Operating Performance Ratio											
Unrestricted Current Ratio											
Debt Service Ratio											
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage											
Operating Performance Ratio	Target		TCorp assessment as better than negative 4%								
Unrestricted Current Ratio	Good		From 1.5 to 2.5								
	Satisfactory		Between 1.0 and 1.49, or greater than 2.5								
	Unsatisfactory		less than 1								
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Good		6% or below								
	Satisfactory		From 6.01% to 7.50%								
	Unsatisfactory		Above 7.5%								
Debt Service Ratio	Good		Below 10%								
	Satisfactory		Between 10% and 20%								
	Unsatisfactory		Above 20%								

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS
by Income & Expenditure type
Scenario 1: 2014/15 Budget Including 5% Environment
Levy

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Income											
Rates - Ordinary	20,541,300	21,229,959	21,957,762	22,710,490	23,488,995	24,294,160	25,126,897	25,988,150	26,878,892	27,800,135	28,752,920
Rates - Environmental Levy	-	1,345,520	1,391,268	1,438,571	1,487,482	1,538,056	1,590,350	1,644,422	1,700,332	1,758,143	1,817,920
Rates - Special Variation - Capex works	4,648,700	4,755,900	4,917,601	5,084,799	5,257,682	5,436,443	5,621,282	5,812,406	6,010,028	6,214,369	6,425,658
Annual Charges	8,755,460	8,817,000	9,081,510	9,353,955	9,634,573	9,923,610	10,221,318	10,527,958	10,843,797	11,169,111	11,504,183
User Charges - Specific	2,134,550	2,522,853	2,648,997	2,781,448	2,920,521	3,066,548	3,219,875	3,380,869	3,549,912	3,727,408	3,913,779
Fees & Charges - Statutory & Regulatory	901,000	862,900	884,474	906,587	929,253	952,483	976,296	1,000,705	1,025,725	1,051,367	1,077,653
Fees & Charges - Other	819,200	853,700	896,385	941,207	988,268	1,037,682	1,089,567	1,144,048	1,201,253	1,261,315	1,324,381
Interest & Investment Revenues - o/s Rates & Annual Charges	175,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Interest & Investment Revenues - Investments	1,368,189	1,140,298	1,440,298	1,640,298	1,740,298	1,840,298	2,140,298	2,240,298	2,290,298	2,290,298	2,340,298
Interest & Investment Revenues - Other	4,400	700	-	-	-	-	-	-	-	-	-
Other Revenues	961,095	890,288	912,546	935,360	958,744	982,713	1,007,281	1,032,463	1,058,274	1,084,730	1,111,848
Operating Grants - General Purpose (Untied)	8,168,587	8,369,742	8,578,986	8,793,460	9,013,298	9,238,631	9,469,597	9,706,337	9,948,995	10,197,720	10,452,663
Operating Contributions - Specific - Other Contributions	6,426,149	1,829,070	1,848,796	1,890,668	1,937,709	1,984,951	2,030,425	2,068,160	2,145,190	2,200,545	2,280,259
Total Operating Income	54,903,630	52,777,930	54,718,623	56,636,843	58,516,823	60,455,575	62,653,186	64,705,816	66,812,696	68,915,141	71,161,562
Operating Expenditure											
Employee Costs - Salaries	13,627,473	13,802,242	14,270,271	14,769,731	15,286,670	15,821,704	16,375,464	16,948,606	17,541,807	18,155,771	18,791,224
Employee Costs - Casual Wages	209,455	122,434	126,719	131,154	135,744	140,495	145,412	150,501	155,769	161,221	166,864
Employee Costs - Superannuation	1,857,331	1,913,742	1,978,656	2,047,909	2,119,586	2,193,772	2,270,554	2,350,023	2,432,274	2,517,404	2,605,513
Employee Costs - Workers Comp	1,043,920	874,192	903,852	935,487	968,229	1,002,117	1,037,191	1,073,493	1,111,065	1,149,952	1,190,200
Employee Costs - Other	1,875,003	1,939,329	2,005,435	2,075,627	2,148,273	2,223,462	2,301,283	2,381,830	2,465,194	2,551,475	2,640,777
Borrowing Costs - Interest on Loans (External)	1,807,422	1,559,038	1,303,695	1,027,760	831,983	624,010	524,248	130,611	76,645	430,478	2,124
Borrowing Costs - Other	250,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Materials & Contracts - Contracts	5,177,456	5,661,000	5,802,525	5,947,588	6,096,278	6,248,685	6,404,902	6,565,025	6,729,150	6,897,379	7,069,813
Materials & Contracts - Legal Expenses	105,000	105,000	107,625	110,316	113,074	115,901	118,799	121,769	124,813	127,933	131,131
Materials & Contracts - Other	10,301,341	10,970,610	10,750,539	11,344,498	11,306,329	11,595,018	11,891,170	12,514,962	12,506,605	12,826,302	13,154,257
Depreciation - IPP&E	33,177,000	25,990,400	26,640,163	27,306,168	27,988,823	28,813,543	29,658,881	30,662,852	31,641,923	32,707,972	33,750,669
Other Expenses - Insurance	1,032,650	1,085,647	1,112,788	1,140,608	1,169,124	1,198,353	1,228,312	1,259,020	1,290,496	1,322,758	1,355,827
Other Expenses - Utilities	1,348,489	1,276,225	1,308,131	1,340,834	1,374,355	1,408,714	1,443,932	1,480,030	1,517,031	1,554,957	1,593,831
Other Expenses - Other	3,005,985	3,375,791	3,460,187	3,546,692	3,635,358	3,726,242	3,819,398	3,914,882	4,012,754	4,113,074	4,215,901
Total Operating Expenditure	74,818,525	68,935,650	70,030,586	71,984,372	73,433,826	75,372,016	77,479,546	79,813,604	81,865,526	84,776,676	86,928,131
Operating Surplus/(Deficit)	(19,914,895)	(16,157,720)	(15,311,963)	(15,347,529)	(14,917,003)	(14,916,441)	(14,826,360)	(15,107,788)	(15,052,830)	(15,861,535)	(15,766,569)
Capital Income											
Capital Grants - Recurrent	9,100,000	4,100,000	4,202,500	4,307,563	4,415,252	4,525,634	4,638,774	4,754,743	4,873,612	4,995,453	5,120,339
Capital Grants - Non-recurrent	6,883,080	-	-	-	-	-	-	-	-	-	-
Capital Contributions - Recurrent - Developer Contributions	979,050	979,050	1,003,529	1,028,619	1,054,334	1,080,693	1,107,711	1,135,407	1,163,793	1,192,888	1,222,710
Capital Contributions - Recurrent - Other Contributions	-	1,000,000	1,025,000	1,050,625	1,076,891	1,103,813	1,131,408	1,159,693	1,188,685	1,218,402	1,248,862
Capital Contributions - Non-recurrent - Other Contributions	1,500	1,500	1,538	1,576	1,615	1,655	1,696	1,738	1,781	1,826	1,872
New Loans raised - External	2,000,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of I,PP&E	1,595,967	1,001,000	1,026,025	1,051,676	1,077,968	1,104,917	1,132,540	1,160,854	1,189,875	1,219,622	1,250,113
Total Capital Income	20,559,597	7,081,550	7,258,592	7,440,059	7,626,060	7,816,712	8,012,129	8,212,435	8,417,746	8,628,191	8,843,896

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS
by Income & Expenditure type
Scenario 1: 2014/15 Budget Including 5% Environment
Levy

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Levy	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Expenditure											
Loan Principal Repayments (External)	3,528,790	3,945,245	3,816,461	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	150,179
Purchase of I,PP&E	24,693,420	11,780,232	12,074,739	12,376,608	12,686,024	18,003,176	18,328,257	23,661,464	22,503,002	25,353,077	23,711,904
Total Capital Expenditure	28,222,210	15,725,477	15,891,200	16,090,926	16,041,752	21,310,405	21,849,093	26,307,712	23,573,137	26,057,908	23,862,083
Capital Surplus/(Deficit)	(7,662,613)	(8,643,927)	(8,632,608)	(8,650,867)	(8,415,692)	(13,493,693)	(13,836,964)	(18,095,277)	(15,155,391)	(17,429,717)	(15,018,187)
Transfer from Reserves (Income)											
Transfer from Reserves	3,240,884	2,910,160	2,838,291	3,206,588	2,936,903	4,988,067	3,040,509	5,414,262	3,107,968	5,148,952	3,206,839
Total Transfer from Reserves (Income)	3,240,884	2,910,160	2,838,291	3,206,588	2,936,903	4,988,067	3,040,509	5,414,262	3,107,968	5,148,952	3,206,839
Transfer to Reserves (Expenditure)											
Transfer to Reserves	5,342,769	4,491,068	4,666,979	4,850,313	5,041,390	5,240,536	5,448,093	5,664,432	5,889,913	6,124,933	6,369,904
Total Transfer to Reserves (Expenditure)	5,342,769	4,491,068	4,666,979	4,850,313	5,041,390	5,240,536	5,448,093	5,664,432	5,889,913	6,124,933	6,369,904
Net Reserve Surplus/(Deficit)	(2,101,885)	(1,580,908)	(1,828,688)	(1,643,725)	(2,104,487)	(252,469)	(2,407,584)	(250,170)	(2,781,945)	(975,981)	(3,163,065)
Internal Income											
Other Internal Income - Operating	6,558,906	7,506,007	7,693,658	7,886,000	8,083,151	8,285,230	8,492,360	8,704,670	8,922,287	9,145,344	9,373,977
Total Internal Income	6,558,906	7,506,007	7,693,658	7,886,000	8,083,151	8,285,230	8,492,360	8,704,670	8,922,287	9,145,344	9,373,977
Internal Expenditure											
Other Internal Expenditure - Operating	6,408,554	7,322,599	7,505,665	7,693,307	7,885,641	8,082,782	8,284,851	8,491,972	8,704,273	8,921,879	9,144,927
Internal Expenditure - Capitalised	4,158,730	423,470	434,056	444,908	456,031	467,432	479,118	491,096	503,373	515,957	528,856
Total Internal Expenditure	10,567,284	7,746,069	7,939,721	8,138,215	8,341,672	8,550,214	8,763,969	8,983,068	9,207,646	9,437,836	9,673,783
Internal Surplus/(Deficit)	(4,008,378)	(240,062)	(246,063)	(252,215)	(258,521)	(264,984)	(271,609)	(278,398)	(285,359)	(292,492)	(299,806)
Net Surplus/(Deficit)	(33,687,771)	(26,622,617)	(26,019,322)	(25,894,336)	(25,695,703)	(28,927,587)	(31,342,517)	(33,731,633)	(33,275,525)	(34,559,725)	(34,247,627)
Depreciation	(33,177,000)	(25,990,400)	(26,640,163)	(27,306,168)	(27,988,823)	(28,813,543)	(29,658,881)	(30,662,852)	(31,641,923)	(32,707,972)	(33,750,669)
Restated Net Result	(510,771)	(632,217)	620,841	1,411,832	2,293,120	(114,044)	(1,683,636)	(3,068,781)	(1,633,602)	(1,851,753)	(496,958)

Long-Term Financial Plan

2014/15 – 2023/24

Scenario 2:

Scenario 1 plus additional 5% Capex (Capital
Expenditure) SRV 2016/17



Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT

Scenario 2: Scenario 1 plus Additional 5% CAPEX SRV

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
2016/17	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	33,945,460	36,148,379	37,348,141	40,000,815	41,329,774	42,702,986	44,121,928	45,588,128	47,103,158	48,668,651	50,286,288
User Charges & Fees	3,854,750	4,239,453	4,429,856	4,629,242	4,838,042	5,056,713	5,285,738	5,525,622	5,776,890	6,040,090	6,315,813
Interest & Investment Revenue	1,547,589	1,300,998	1,600,298	1,800,298	1,900,298	2,000,298	2,300,298	2,400,298	2,450,298	2,450,298	2,500,298
Other Revenues	961,095	890,288	912,546	935,360	958,744	982,713	1,007,281	1,032,463	1,058,274	1,084,730	1,111,848
Grants & Contributions provided for Operating Purposes	14,594,736	10,198,812	10,427,782	10,684,128	10,951,007	11,223,582	11,500,022	11,774,497	12,094,185	12,398,265	12,732,922
Grants & Contributions provided for Capital Purposes	16,963,630	6,080,550	6,232,567	6,388,383	6,548,092	6,711,795	6,879,589	7,051,581	7,227,871	7,408,569	7,593,783
Total Income from Continuing Operations	71,867,260	58,858,480	60,951,190	64,438,226	66,525,957	68,678,087	71,094,856	73,372,589	75,710,676	78,050,603	80,540,952
Expenses from Continuing Operations											
Employee Benefits & On-Costs	18,513,182	18,551,939	19,184,933	19,859,908	20,558,502	21,281,550	22,054,904	22,829,453	23,631,109	24,460,823	25,319,578
Borrowing Costs	2,057,422	1,819,038	1,563,695	1,287,760	1,091,983	884,010	784,248	390,611	336,645	690,478	262,124
Materials & Contracts	15,433,445	16,553,202	16,372,696	17,109,709	17,168,171	17,607,156	18,007,362	18,789,058	18,942,554	19,428,149	19,926,151
Depreciation & Amortisation	33,177,000	25,990,400	26,640,163	27,306,168	27,988,823	28,813,543	29,658,881	30,662,852	31,641,923	32,707,972	33,750,669
Other Expenses	5,387,124	5,737,663	5,881,106	6,028,134	6,178,837	6,333,309	6,491,642	6,653,932	6,820,281	6,990,789	7,165,559
Total Expenses from Continuing Operations	74,568,173	68,652,242	69,642,593	71,591,679	72,986,316	74,919,568	76,997,037	79,325,906	81,372,512	84,278,211	86,424,081
Operating Result from Continuing Operations	(2,700,913)	(9,793,762)	(8,691,403)	(7,153,453)	(6,460,359)	(6,241,481)	(5,902,181)	(5,953,317)	(5,661,836)	(6,227,608)	(5,883,129)
Net Operating Result for the Year	(2,700,913)	(9,793,762)	(8,691,403)	(7,153,453)	(6,460,359)	(6,241,481)	(5,902,181)	(5,953,317)	(5,661,836)	(6,227,608)	(5,883,129)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(19,664,543)	(15,874,312)	(14,923,970)	(13,541,836)	(13,008,451)	(12,953,276)	(12,781,770)	(13,004,898)	(12,889,707)	(13,636,177)	(13,476,912)

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2024























































BALANCE SHEET

Scenario 2: Scenario 1 plus Additional 5% CAPEX SRV	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
2016/17	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Investments	39,672,657	41,547,355	44,506,422	48,508,770	53,835,055	55,286,182	56,667,968	55,864,184	57,045,614	57,548,259	60,679,945
Receivables	4,877,694	4,045,801	4,189,254	4,425,151	4,588,227	4,737,682	4,891,677	5,034,844	5,204,987	5,371,063	5,557,028
Inventories	615,603	637,463	634,127	648,192	649,392	657,809	665,494	680,415	683,427	692,738	702,287
Other	575,879	617,162	616,270	640,676	646,552	662,985	678,462	704,527	713,456	731,623	750,251
Total Current Assets	48,741,833	49,847,781	52,946,073	57,222,789	62,719,226	64,344,658	65,903,601	64,283,970	66,647,484	67,343,683	70,689,511
Non-Current Assets											
Receivables	344,794	366,695	378,641	404,838	418,068	431,740	445,870	460,473	475,566	491,165	507,286
Inventories	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899
Infrastructure, Property, Plant & Equipment	533,832,183	519,044,485	503,887,092	489,763,764	475,300,070	465,362,935	455,440,970	449,885,016	441,729,702	435,398,035	427,123,620
Total Non-Current Assets	534,187,876	519,422,079	504,276,632	490,179,502	475,729,037	465,805,574	455,897,739	450,356,389	442,216,167	435,900,099	427,641,805
TOTAL ASSETS	582,929,710	569,269,861	557,222,705	547,402,290	538,448,263	530,150,232	521,801,340	514,640,358	508,863,651	503,243,782	498,331,316
LIABILITIES											
Current Liabilities											
Payables	6,940,413	6,249,571	5,969,279	6,203,585	6,229,442	6,619,609	6,782,696	7,283,439	7,272,721	7,589,759	7,684,043
Borrowings	3,945,245	3,816,461	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	150,179	-
Provisions	5,396,000	5,746,000	6,046,000	6,396,000	6,746,000	7,096,000	7,471,000	7,846,000	8,221,000	8,596,000	8,971,000
Total Current Liabilities	16,281,658	15,812,032	15,729,597	15,955,313	16,282,671	17,236,445	16,899,944	16,199,574	16,198,552	16,335,938	16,655,043
Non-Current Liabilities											
Borrowings	22,285,965	18,469,504	14,755,186	11,399,458	8,092,229	4,571,393	1,925,145	855,010	150,179	-	-
Provisions	7,785,000	8,205,000	8,646,000	9,109,050	9,595,253	10,105,765	10,641,803	11,204,644	11,795,626	12,416,157	13,067,715
Total Non-Current Liabilities	30,070,965	26,674,504	23,401,186	20,508,508	17,687,482	14,677,158	12,566,948	12,059,654	11,945,805	12,416,157	13,067,715
TOTAL LIABILITIES	46,352,623	42,486,536	39,130,783	36,463,821	33,970,153	31,913,603	29,466,892	28,259,227	28,144,356	28,752,095	29,722,758
Net Assets	536,577,087	526,783,325	518,091,922	510,938,469	504,478,110	498,236,629	492,334,448	486,381,131	480,719,295	474,491,687	468,608,558
EQUITY											
Retained Earnings	293,357,087	283,563,325	274,871,922	267,718,469	261,258,110	255,016,629	249,114,448	243,161,131	237,499,295	231,271,687	225,388,558
Revaluation Reserves	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000
Council Equity Interest	536,577,087	526,783,325	518,091,922	510,938,469	504,478,110	498,236,629	492,334,448	486,381,131	480,719,295	474,491,687	468,608,558
Total Equity	536,577,087	526,783,325	518,091,922	510,938,469	504,478,110	498,236,629	492,334,448	486,381,131	480,719,295	474,491,687	468,608,558

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024
CASH FLOW STATEMENT

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Scenario 2: Scenario 1 plus Additional 5% CAPEX SRV 2016/17	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	33,930,576	36,005,356	37,270,247	39,828,592	41,243,492	42,613,831	44,029,804	45,492,936	47,004,796	48,567,013	50,181,264
User Charges & Fees	4,036,589	4,185,845	4,403,323	4,601,457	4,808,946	5,026,241	5,253,823	5,492,194	5,741,876	6,003,413	6,277,391
Interest & Investment Revenue Received	1,465,649	1,283,318	1,574,504	1,765,311	1,867,415	1,985,512	2,285,498	2,400,675	2,430,981	2,438,944	2,475,843
Grants & Contributions	31,229,277	17,291,192	16,640,917	17,051,324	17,477,140	17,912,926	18,356,772	18,803,188	19,296,346	19,781,865	20,299,765
Other	2,147,949	869,907	936,094	985,258	985,278	1,010,146	1,035,610	1,061,615	1,089,119	1,116,220	1,144,838
Payments:											
Employee Benefits & On-Costs	(18,254,067)	(18,200,320)	(19,143,667)	(19,509,908)	(20,208,502)	(20,931,550)	(21,679,904)	(22,454,453)	(23,256,109)	(24,085,823)	(24,944,578)
Materials & Contracts	(14,962,582)	(16,377,347)	(16,371,093)	(17,007,902)	(17,139,535)	(17,536,624)	(17,940,472)	(18,680,140)	(18,901,280)	(19,350,182)	(19,846,206)
Borrowing Costs	(2,048,029)	(1,835,641)	(1,579,756)	(1,303,392)	(1,106,105)	(897,928)	(799,065)	(401,748)	(341,149)	(693,444)	(262,756)
Bonds & Deposits Refunded	(200,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-
Other	(4,987,124)	(5,317,663)	(5,440,106)	(5,565,084)	(5,692,635)	(5,822,796)	(5,955,604)	(6,091,092)	(6,229,299)	(6,370,258)	(6,514,001)
Net Cash provided (or used in) Operating Activities	32,358,238	17,804,646	18,240,463	20,795,657	22,185,494	23,309,758	24,586,462	25,623,176	26,835,282	27,407,747	28,811,559
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	803,784	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,595,967	1,001,000	1,026,025	1,051,676	1,077,968	1,104,917	1,132,540	1,160,854	1,189,875	1,219,622	1,250,113
Payments:											
Purchase of Investment Securities	(17,672,657)	(1,874,698)	(2,959,067)	(4,002,349)	(5,326,285)	(1,451,127)	(1,381,786)	-	(1,181,430)	(502,645)	(3,131,686)
Purchase of Infrastructure, Property, Plant & Equipment	(29,736,758)	(12,985,703)	(12,490,960)	(14,130,666)	(14,581,450)	(19,656,319)	(20,816,380)	(25,941,566)	(24,773,592)	(27,419,893)	(26,779,807)
Net Cash provided (or used in) Investing Activities	(45,813,448)	(13,859,401)	(14,424,002)	(17,081,339)	(18,829,766)	(20,002,529)	(21,065,626)	(23,976,928)	(24,765,147)	(26,702,916)	(28,661,380)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	2,000,000	-	-	-	-	-	-	-	-	-	-
Repayment of Borrowings & Advances	(3,528,790)	(3,945,245)	(3,816,461)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(150,179)
Net Cash Flow provided (used in) Financing Activities	(1,528,790)	(3,945,245)	(3,816,461)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(150,179)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,984,000)	-	-	-	-	-	-	(1,000,000)	1,000,000	-	-
plus: Cash, Cash Equivalents & Investments - beginning of year	17,984,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Investments - end of the year	39,672,657	41,547,355	44,506,422	48,508,770	53,835,055	55,286,182	56,667,968	55,864,184	57,045,614	57,548,259	60,679,945
Cash, Cash Equivalents & Investments - end of the year	42,672,657	44,547,355	47,506,422	51,508,770	56,835,055	58,286,182	59,667,968	57,864,184	60,045,614	60,548,259	63,679,945
Representing:											
- External Restrictions	33,518,189	34,989,841	36,673,086	38,489,750	40,446,327	40,549,608	42,806,693	43,225,020	45,853,745	46,675,093	49,682,079
- Internal Restrictions	5,904,125	6,013,381	6,158,824	5,985,885	6,133,795	6,282,983	6,433,482	6,265,325	6,418,545	6,573,178	6,729,257
- Unrestricted	3,250,343	3,544,133	4,674,512	7,033,135	10,254,933	11,453,591	10,427,793	8,373,839	7,773,324	7,299,988	7,268,609
42,672,657	44,547,355	47,506,422	51,508,770	56,835,055	58,286,182	59,667,968	57,864,184	60,045,614	60,548,259	63,679,945	63,679,945

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024
FINANCIAL PERFORMANCE INDICATORS

	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Scenario 2: Scenario 1 plus Additional 5% CAPEX SRV 2016/17											
Unrestricted Current Ratio	1.29	1.28	1.44	1.67	1.97	1.98	2.02	2.02	2.04	2.05	2.07
Debt Service Ratio	11.01%	10.80%	9.68%	8.44%	7.22%	6.55%	6.50%	4.32%	1.73%	1.66%	0.22%
Rates & Annual Charges Coverage Ratio	47.23%	61.42%	61.28%	62.08%	62.13%	62.18%	62.06%	62.13%	62.21%	62.36%	62.44%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.55%	6.58%	6.57%	6.35%	6.25%	5.94%	5.98%	5.95%	5.92%	5.94%	5.96%
Own Source Operating Revenue Ratio	52.60%	68.62%	68.54%	69.26%	69.40%	69.54%	69.50%	69.66%	69.84%	70.09%	70.28%
Operating Performance Ratio (Operating Surplus/(Deficit) Ratio - on total operating income)	-35.82%	-30.08%	-27.27%	-23.33%	-21.69%	-20.90%	-19.90%	-19.61%	-18.82%	-19.30%	-18.47%
Operating Surplus/(Deficit) Ratio - on own sourced operating income	-48.78%	-37.28%	-33.70%	-28.59%	-26.53%	-25.53%	-24.25%	-23.84%	-22.86%	-23.41%	-22.38%
Budgeted Income/(Expenditure) Gap (excluding Reserve Transfers)	(31,585,886)	(25,041,709)	(24,090,634)	(24,150,611)	(23,441,216)	(28,525,118)	(29,234,933)	(33,781,463)	(30,293,580)	(33,383,744)	(31,584,562)
Budgeted Income/(Expenditure) Gap (including Reserve Transfers)	(33,687,771)	(26,622,617)	(25,919,322)	(25,794,336)	(25,545,703)	(28,777,587)	(31,642,517)	(34,031,633)	(33,075,525)	(34,359,725)	(34,747,627)
Interest Cover Ratio	7.57	6.56	8.49	11.69	14.72	18.94	22.52	46.21	56.70	28.62	78.34
Net Interest Coverage Ratio	0.71%	0.88%	-0.06%	-0.80%	-1.22%	-1.63%	-2.13%	-2.74%	-2.79%	-2.25%	-2.78%
Net Interest Coverage Ratio - adjusted by externally restricted investment income	2.40%	2.62%	1.97%	1.29%	0.82%	0.40%	0.19%	-0.30%	-0.32%	0.17%	-0.36%
Other Debtor Outstanding Percentage	8.01%	9.28%	9.29%	9.78%	10.08%	10.70%	10.52%	10.52%	10.64%	10.63%	10.66%
Asset Renewal Ratio (all assets)	80.94%	46.95%	46.95%	52.13%	52.17%	69.35%	70.36%	85.67%	77.99%	84.37%	79.19%
EBITDA (earnings before interest, taxes, depreciation & amortisation)	15,569,879	11,935,126	13,279,888	15,052,092	16,072,355	16,744,277	17,661,359	18,048,565	19,088,861	19,762,273	20,535,881
Net Assets	536,577,087	526,783,325	518,091,922	510,938,469	504,478,110	498,236,629	492,334,448	486,381,131	480,719,295	474,491,687	468,608,558
Operational Result before Capital Grants & Contributions	(19,664,543)	(15,874,312)	(14,923,970)	(13,541,836)	(13,008,451)	(12,953,276)	(12,781,770)	(13,004,898)	(12,889,707)	(13,636,177)	(13,476,912)
Operating Performance Ratio											
Unrestricted Current Ratio											
Debt Service Ratio											
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage											
Operating Performance Ratio	Target		TCorp assessment as better than negative 4%								
Unrestricted Current Ratio	Good		From 1.5 to 2.5								
	Satisfactory		Between 1.0 and 1.49, or greater than 2.5								
	Unsatisfactory		less than 1								
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Good		6% or below								
	Satisfactory		From 6.01% to 7.50%								
	Unsatisfactory		Above 7.5%								
Debt Service Ratio	Good		Below 10%								
	Satisfactory		Between 10% and 20%								
	Unsatisfactory		Above 20%								

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS
by Income & Expenditure type
Scenario 2: Scenario 1 plus Additional 5% CAPEX SRV
2016/17

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Income											
Rates - Ordinary	20,541,300	21,229,959	21,957,762	22,710,490	23,488,995	24,294,160	25,126,897	25,988,150	26,878,892	27,800,135	28,752,920
Rates - Environmental Levy	-	1,345,520	1,391,268	1,438,571	1,487,482	1,538,056	1,590,350	1,644,422	1,700,332	1,758,143	1,817,920
Rates - Special Variation - Capex works	4,648,700	4,755,900	4,917,601	6,497,799	6,718,724	6,947,160	7,183,363	7,427,598	7,680,137	7,941,262	8,211,265
Annual Charges	8,755,460	8,817,000	9,081,510	9,353,955	9,634,573	9,923,610	10,221,318	10,527,958	10,843,797	11,169,111	11,504,183
User Charges - Specific	2,134,550	2,522,853	2,648,997	2,781,448	2,920,521	3,066,548	3,219,875	3,380,869	3,549,912	3,727,408	3,913,779
Fees & Charges - Statutory & Regulatory	901,000	862,900	884,474	906,587	929,253	952,483	976,296	1,000,705	1,025,725	1,051,367	1,077,653
Fees & Charges - Other	819,200	853,700	896,385	941,207	988,268	1,037,682	1,089,567	1,144,048	1,201,253	1,261,315	1,324,381
Interest & Investment Revenues - o/s Rates & Annual Charges	175,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Interest & Investment Revenues - Investments	1,368,189	1,140,298	1,440,298	1,640,298	1,740,298	1,840,298	2,140,298	2,240,298	2,290,298	2,290,298	2,340,298
Interest & Investment Revenues - Other	4,400	700	-	-	-	-	-	-	-	-	-
Other Revenues	961,095	890,288	912,546	935,360	958,744	982,713	1,007,281	1,032,463	1,058,274	1,084,730	1,111,848
Operating Grants - General Purpose (Untied)	8,168,587	8,369,742	8,578,986	8,793,460	9,013,298	9,238,631	9,469,597	9,706,337	9,948,995	10,197,720	10,452,663
Operating Contributions - Specific - Other Contributions	6,426,149	1,829,070	1,884,796	1,937,668	1,937,709	1,984,951	2,030,425	2,068,160	2,145,190	2,200,545	2,280,259
Total Operating Income	54,903,630	52,777,930	54,718,623	58,049,843	59,977,865	61,966,292	64,215,267	66,321,008	68,482,805	70,642,034	72,947,169
Operating Expenditure											
Employee Costs - Salaries	13,627,473	13,802,242	14,270,271	14,769,731	15,286,670	15,821,704	16,375,464	16,948,606	17,541,807	18,155,771	18,791,224
Employee Costs - Casual Wages	209,455	122,434	126,719	131,154	135,744	140,495	145,412	150,501	155,769	161,221	166,864
Employee Costs - Superannuation	1,857,331	1,913,742	1,978,656	2,047,909	2,119,586	2,193,772	2,270,554	2,350,023	2,432,274	2,517,404	2,605,513
Employee Costs - Workers Comp	1,043,920	874,192	903,852	935,487	968,229	1,002,117	1,037,191	1,073,493	1,111,065	1,149,952	1,190,200
Employee Costs - Other	1,875,003	1,939,329	2,005,435	2,075,627	2,148,273	2,223,462	2,301,283	2,381,830	2,465,194	2,551,475	2,640,777
Borrowing Costs - Interest on Loans (External)	1,807,422	1,559,038	1,303,695	1,027,760	831,983	624,010	524,248	130,611	76,645	430,478	2,124
Borrowing Costs - Other	250,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Materials & Contracts - Contracts	5,177,456	5,661,000	5,802,525	5,947,588	6,096,278	6,248,685	6,404,902	6,565,025	6,729,150	6,897,379	7,069,813
Materials & Contracts - Legal Expenses	105,000	105,000	107,625	110,316	113,074	115,901	118,799	121,769	124,813	127,933	131,131
Materials & Contracts - Other	10,301,341	10,970,610	10,650,539	11,244,498	11,156,329	11,445,018	11,691,170	12,314,962	12,306,605	12,626,302	12,954,257
Depreciation - IPP&E	33,177,000	25,990,400	26,640,163	27,306,168	27,988,823	28,813,543	29,658,881	30,662,852	31,641,923	32,707,972	33,750,669
Other Expenses - Insurance	1,032,650	1,085,647	1,112,788	1,140,608	1,169,124	1,198,353	1,228,312	1,259,020	1,290,496	1,322,758	1,355,827
Other Expenses - Utilities	1,348,489	1,276,225	1,308,131	1,340,834	1,374,355	1,408,714	1,443,932	1,480,030	1,517,031	1,554,957	1,593,831
Other Expenses - Other	3,005,985	3,375,791	3,460,187	3,546,692	3,635,358	3,726,242	3,819,398	3,914,882	4,012,754	4,113,074	4,215,901
Total Operating Expenditure	74,818,525	68,935,650	69,930,586	71,884,372	73,283,826	75,222,016	77,279,546	79,613,604	81,665,526	84,576,676	86,728,131
Operating Surplus/(Deficit)	(19,914,895)	(16,157,720)	(15,211,963)	(13,834,529)	(13,305,961)	(13,255,724)	(13,064,279)	(13,292,596)	(13,182,721)	(13,934,642)	(13,780,962)
Capital Income											
Capital Grants - Recurrent	9,100,000	4,100,000	4,202,500	4,307,563	4,415,252	4,525,634	4,638,774	4,754,743	4,873,612	4,995,453	5,120,339
Capital Grants - Non-recurrent	6,883,080	-	-	-	-	-	-	-	-	-	-
Capital Contributions - Recurrent - Developer Contributions	979,050	979,050	1,003,529	1,028,619	1,054,334	1,080,693	1,107,711	1,135,407	1,163,793	1,192,888	1,222,710
Capital Contributions - Recurrent - Other Contributions	-	1,000,000	1,025,000	1,050,625	1,076,891	1,103,813	1,131,408	1,159,693	1,188,685	1,218,402	1,248,862
Capital Contributions - Non-recurrent - Other Contributions	1,500	1,500	1,538	1,576	1,615	1,655	1,696	1,738	1,781	1,826	1,872
New Loans raised - External	2,000,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of I,PP&E	1,595,967	1,001,000	1,026,025	1,051,676	1,077,968	1,104,917	1,132,540	1,160,854	1,189,875	1,219,622	1,250,113
Total Capital Income	20,559,597	7,081,550	7,258,592	7,440,059	7,626,060	7,816,712	8,012,129	8,212,435	8,417,746	8,628,191	8,843,896

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS
by Income & Expenditure type
Scenario 2: Scenario 1 plus Additional 5% CAPEX SRV
2016/17

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Expenditure											
Loan Principal Repayments (External)	3,528,790	3,945,245	3,816,461	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	150,179
Purchase of I,PP&E	24,693,420	11,780,232	12,074,739	13,789,608	14,147,066	19,513,893	20,390,338	25,776,656	24,173,111	27,079,970	26,197,511
Total Capital Expenditure	28,222,210	15,725,477	15,891,200	17,503,926	17,502,794	22,821,122	23,911,174	28,422,904	25,243,246	27,784,801	26,347,690
Capital Surplus/(Deficit)	(7,662,613)	(8,643,927)	(8,632,608)	(10,063,867)	(9,876,734)	(15,004,410)	(15,899,045)	(20,210,469)	(16,825,500)	(19,156,610)	(17,503,794)
Transfer from Reserves (Income)											
Transfer from Reserves	3,240,884	2,910,160	2,838,291	3,206,588	2,936,903	4,988,067	3,040,509	5,414,262	3,107,968	5,148,952	3,206,839
Total Transfer from Reserves (Income)	3,240,884	2,910,160	2,838,291	3,206,588	2,936,903	4,988,067	3,040,509	5,414,262	3,107,968	5,148,952	3,206,839
Transfer to Reserves (Expenditure)											
Transfer to Reserves	5,342,769	4,491,068	4,666,979	4,850,313	5,041,390	5,240,536	5,448,093	5,664,432	5,889,913	6,124,933	6,369,904
Total Transfer to Reserves (Expenditure)	5,342,769	4,491,068	4,666,979	4,850,313	5,041,390	5,240,536	5,448,093	5,664,432	5,889,913	6,124,933	6,369,904
Net Reserve Surplus/(Deficit)	(2,101,885)	(1,580,908)	(1,828,688)	(1,643,725)	(2,104,487)	(252,469)	(2,407,584)	(250,170)	(2,781,945)	(975,981)	(3,163,065)
Internal Income											
Other Internal Income - Operating	6,558,906	7,506,007	7,693,658	7,886,000	8,083,151	8,285,230	8,492,360	8,704,670	8,922,287	9,145,344	9,373,977
Total Internal Income	6,558,906	7,506,007	7,693,658	7,886,000	8,083,151	8,285,230	8,492,360	8,704,670	8,922,287	9,145,344	9,373,977
Internal Expenditure											
Other Internal Expenditure - Operating	6,408,554	7,322,599	7,505,665	7,693,307	7,885,641	8,082,782	8,284,851	8,491,972	8,704,273	8,921,879	9,144,927
Internal Expenditure - Capitalised	4,158,730	423,470	434,056	444,908	456,031	467,432	479,118	491,096	503,373	515,957	528,856
Total Internal Expenditure	10,567,284	7,746,069	7,939,721	8,138,215	8,341,672	8,550,214	8,763,969	8,983,068	9,207,646	9,437,836	9,673,783
Internal Surplus/(Deficit)	(4,008,378)	(240,062)	(246,063)	(252,215)	(258,521)	(264,984)	(271,609)	(278,398)	(285,359)	(292,492)	(299,806)
Net Surplus/(Deficit)	(33,687,771)	(26,622,617)	(25,919,322)	(25,794,336)	(25,545,703)	(28,777,587)	(31,642,517)	(34,031,633)	(33,075,525)	(34,359,725)	(34,747,627)
Depreciation	(33,177,000)	(25,990,400)	(26,640,163)	(27,306,168)	(27,988,823)	(28,813,543)	(29,658,881)	(30,662,852)	(31,641,923)	(32,707,972)	(33,750,669)
Restated Net Result	(510,771)	(632,217)	720,841	1,511,832	2,443,120	35,956	(1,983,636)	(3,368,781)	(1,433,602)	(1,651,753)	(996,958)

Long-Term Financial Plan

2014/15 – 2023/24

Scenario 3:

Scenario 2 plus increase in Population, Investment and
FAG (Financial Assistance Grant) Income



Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024
INCOME STATEMENT

Scenario 3: Scenario 2 plus Increase in Population,
Investment and FAG Income

	Current Year 2013/14	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	33,945,460	36,148,379	37,355,347	40,023,173	41,377,086	42,785,285	44,276,117	45,854,925	47,527,479	49,300,016	51,179,276
User Charges & Fees	3,854,750	4,239,453	4,429,856	4,629,242	4,838,042	5,056,713	5,285,738	5,525,622	5,776,890	6,040,090	6,315,813
Interest & Investment Revenue	1,547,589	1,300,998	1,600,298	1,800,298	1,997,281	2,102,537	2,538,109	2,649,220	2,832,014	2,933,805	3,020,364
Other Revenues	961,095	890,288	912,546	935,360	958,744	982,713	1,007,281	1,032,463	1,058,274	1,084,730	1,111,848
Grants & Contributions provided for Operating Purposes	14,594,736	10,198,812	10,427,782	10,712,834	11,009,857	11,464,911	11,778,249	11,932,932	12,256,581	12,564,720	12,903,539
Grants & Contributions provided for Capital Purposes	16,963,630	6,080,550	6,232,567	6,388,383	6,548,092	6,711,795	6,879,589	7,051,581	7,227,871	7,408,569	7,593,783
Total Income from Continuing Operations	71,867,260	58,858,480	60,958,396	64,489,290	66,729,102	69,103,954	71,765,083	74,046,743	76,679,109	79,331,930	82,124,623
Expenses from Continuing Operations											
Employee Benefits & On-Costs	18,513,182	18,551,939	19,184,933	19,859,908	20,558,502	21,281,550	22,054,904	22,829,453	23,631,109	24,460,823	25,319,578
Borrowing Costs	2,057,422	1,819,038	1,563,695	1,287,760	1,091,983	884,010	784,248	390,611	336,645	690,478	262,124
Materials & Contracts	15,433,445	16,553,202	16,373,032	17,110,752	17,170,330	17,610,878	18,014,294	18,801,017	18,961,545	19,456,383	19,966,063
Depreciation & Amortisation	33,177,000	25,990,400	26,640,163	27,306,168	27,988,823	28,813,543	29,658,881	30,662,852	31,641,923	32,707,972	33,750,669
Other Expenses	5,387,124	5,737,663	5,881,106	6,028,134	6,178,837	6,333,309	6,491,642	6,653,932	6,820,281	6,990,789	7,165,559
Total Expenses from Continuing Operations	74,568,173	68,652,242	69,642,929	71,592,722	72,988,475	74,923,290	77,003,969	79,337,865	81,391,503	84,306,445	86,463,993
Operating Result from Continuing Operations	(2,700,913)	(9,793,762)	(8,684,533)	(7,103,432)	(6,259,373)	(5,819,336)	(5,238,886)	(5,291,122)	(4,712,394)	(4,974,515)	(4,339,370)
Net Operating Result for the Year	(2,700,913)	(9,793,762)	(8,684,533)	(7,103,432)	(6,259,373)	(5,819,336)	(5,238,886)	(5,291,122)	(4,712,394)	(4,974,515)	(4,339,370)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(19,664,543)	(15,874,312)	(14,917,100)	(13,491,815)	(12,807,465)	(12,531,131)	(12,118,475)	(12,342,703)	(11,940,265)	(12,383,084)	(11,933,153)

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET

	Current Year	Projected Years									
Scenario 3: Scenario 2 plus Increase in Population, Investment and FAG Income	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Investments	39,672,657	41,547,355	44,506,490	48,509,542	53,842,785	55,298,127	56,689,543	55,885,213	57,076,219	57,587,095	60,723,615
Receivables	4,877,694	4,045,801	4,189,695	4,428,211	4,594,610	4,756,958	4,917,507	5,060,468	5,240,524	5,419,490	5,621,656
Inventories	615,603	637,463	634,134	648,212	649,433	657,880	665,626	680,642	683,787	693,273	703,044
Other	575,879	617,162	616,280	640,705	646,611	663,087	678,652	704,855	713,977	732,398	751,347
Total Current Assets	48,741,833	49,847,781	52,946,599	57,226,669	62,733,439	64,376,052	65,951,328	64,331,178	66,714,507	67,432,256	70,799,662
Non-Current Assets											
Receivables	344,794	366,695	378,711	405,058	418,531	432,547	447,381	463,089	479,726	497,354	516,041
Inventories	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899	10,899
Infrastructure, Property, Plant & Equipment	533,832,183	519,044,485	503,893,962	489,820,655	475,557,647	466,042,657	456,783,987	451,890,228	444,684,356	439,605,782	432,875,126
Total Non-Current Assets	534,187,876	519,422,079	504,283,572	490,236,612	475,987,078	466,486,103	457,242,268	452,364,216	445,174,981	440,114,036	433,402,066
TOTAL ASSETS	582,929,710	569,269,861	557,230,172	547,463,281	538,720,517	530,862,155	523,193,596	516,695,394	511,889,489	507,546,291	504,201,728
LIABILITIES											
Current Liabilities											
Payables	6,940,413	6,249,571	5,969,876	6,207,685	6,243,820	6,651,510	6,831,634	7,332,963	7,343,604	7,684,221	7,802,649
Borrowings	3,945,245	3,816,461	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	150,179	-
Provisions	5,396,000	5,746,000	6,046,000	6,396,000	6,746,000	7,096,000	7,471,000	7,846,000	8,221,000	8,596,000	8,971,000
Total Current Liabilities	16,281,658	15,812,032	15,730,194	15,959,413	16,297,049	17,268,346	16,948,882	16,249,098	16,269,435	16,430,400	16,773,649
Non-Current Liabilities											
Borrowings	22,285,965	18,469,504	14,755,186	11,399,458	8,092,229	4,571,393	1,925,145	855,010	150,179	-	-
Provisions	7,785,000	8,205,000	8,646,000	9,109,050	9,595,253	10,105,765	10,641,803	11,204,644	11,795,626	12,416,157	13,067,715
Total Non-Current Liabilities	30,070,965	26,674,504	23,401,186	20,508,508	17,687,482	14,677,158	12,566,948	12,059,654	11,945,805	12,416,157	13,067,715
TOTAL LIABILITIES	46,352,623	42,486,536	39,131,380	36,467,921	33,984,530	31,945,504	29,515,831	28,308,751	28,215,240	28,846,557	29,841,364
Net Assets	536,577,087	526,783,325	518,098,792	510,995,360	504,735,987	498,916,651	493,677,765	488,386,643	483,674,249	478,699,734	474,360,364
EQUITY											
Retained Earnings	293,357,087	283,563,325	274,878,792	267,775,360	261,515,987	255,696,651	250,457,765	245,166,643	240,454,249	235,479,734	231,140,364
Revaluation Reserves	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000	243,220,000
Council Equity Interest	536,577,087	526,783,325	518,098,792	510,995,360	504,735,987	498,916,651	493,677,765	488,386,643	483,674,249	478,699,734	474,360,364
Total Equity	536,577,087	526,783,325	518,098,792	510,995,360	504,735,987	498,916,651	493,677,765	488,386,643	483,674,249	478,699,734	474,360,364

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024
CASH FLOW STATEMENT

	Current Year	Projected Years									
Scenario 3: Scenario 2 plus Increase in Population, Investment and FAG Income	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	33,930,576	36,005,356	37,276,985	39,849,966	41,289,184	42,693,859	44,179,326	45,752,422	47,418,890	49,184,935	51,057,266
User Charges & Fees	4,036,589	4,185,845	4,403,323	4,601,457	4,808,946	5,026,241	5,253,823	5,492,194	5,741,876	6,003,413	6,277,391
Interest & Investment Revenue Received	1,465,649	1,283,318	1,574,460	1,765,210	1,964,218	2,087,484	2,522,880	2,648,987	2,811,700	2,921,212	2,994,373
Grants & Contributions	31,229,277	17,291,192	16,640,917	17,078,347	17,534,223	18,143,558	18,632,836	18,968,646	19,458,510	19,948,082	20,470,138
Other	2,147,949	869,907	936,222	986,038	986,259	1,014,016	1,037,546	1,061,487	1,091,993	1,119,977	1,149,568
Payments:											
Employee Benefits & On-Costs	(18,254,067)	(18,200,320)	(19,143,667)	(19,509,908)	(20,208,502)	(20,931,550)	(21,679,904)	(22,454,453)	(23,256,109)	(24,085,823)	(24,944,578)
Materials & Contracts	(14,962,582)	(16,377,347)	(16,371,393)	(17,008,868)	(17,141,572)	(17,540,176)	(17,947,055)	(18,691,553)	(18,919,507)	(19,377,412)	(19,884,850)
Borrowing Costs	(2,048,029)	(1,835,641)	(1,579,756)	(1,303,392)	(1,106,105)	(897,928)	(799,065)	(401,748)	(341,149)	(693,444)	(262,756)
Bonds & Deposits Refunded	(200,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-
Other	(4,987,124)	(5,317,663)	(5,440,106)	(5,565,084)	(5,692,635)	(5,822,796)	(5,955,604)	(6,091,092)	(6,229,299)	(6,370,258)	(6,514,001)
Net Cash provided (or used in) Operating Activities	32,358,238	17,804,646	18,246,986	20,843,768	22,384,015	23,722,707	25,244,783	26,284,891	27,776,905	28,650,681	30,342,550
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	804,331	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,595,967	1,001,000	1,026,025	1,051,676	1,077,968	1,104,917	1,132,540	1,160,854	1,189,875	1,219,622	1,250,113
Payments:											
Purchase of Investment Securities	(17,672,657)	(1,874,698)	(2,959,136)	(4,003,052)	(5,333,243)	(1,455,342)	(1,391,416)	-	(1,191,006)	(510,875)	(3,136,520)
Purchase of Infrastructure, Property, Plant & Equipment	(29,736,758)	(12,985,703)	(12,497,414)	(14,178,074)	(14,773,012)	(20,065,053)	(21,465,071)	(26,603,827)	(25,705,639)	(28,654,597)	(28,305,964)
Net Cash provided (or used in) Investing Activities	(45,813,448)	(13,859,401)	(14,430,525)	(17,129,450)	(19,028,287)	(20,415,478)	(21,723,947)	(24,638,643)	(25,706,770)	(27,945,850)	(30,192,371)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	2,000,000	-	-	-	-	-	-	-	-	-	-
Repayment of Borrowings & Advances	(3,528,790)	(3,945,245)	(3,816,461)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(150,179)
Net Cash Flow provided (used in) Financing Activities	(1,528,790)	(3,945,245)	(3,816,461)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(150,179)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,984,000)	-	-	-	-	-	-	(1,000,000)	1,000,000	-	-
plus: Cash, Cash Equivalents & Investments - beginning of year	17,984,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Investments - end of the year	39,672,657	41,547,355	44,506,490	48,509,542	53,842,785	55,298,127	56,689,543	55,885,213	57,076,219	57,587,095	60,723,615
Cash, Cash Equivalents & Investments - end of the year	42,672,657	44,547,355	47,506,490	51,509,542	56,842,785	58,298,127	59,689,543	57,885,213	60,076,219	60,587,095	63,723,615
Representing:	33,518,189	34,989,841	36,673,086	38,489,750	40,446,327	40,549,608	42,806,693	43,225,020	45,853,745	46,675,093	49,682,079
- External Restrictions	5,904,125	6,013,381	6,158,824	5,985,885	6,133,795	6,282,983	6,433,482	6,265,325	6,418,545	6,573,178	6,729,257
- Internal Restrictitons	3,250,343	3,544,133	4,674,580	7,033,907	10,262,663	11,465,536	10,449,368	8,394,868	7,803,929	7,338,824	7,312,279
- Unrestricted	42,672,657	44,547,355	47,506,490	51,509,542	56,842,785	58,298,127	59,689,543	57,885,213	60,076,219	60,587,095	63,723,615

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024

FINANCIAL PERFORMANCE INDICATORS

Scenario 3: Scenario 2 plus Increase in Population, Investment and FAG Income

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
Unrestricted Current Ratio	1.29	1.28	1.44	1.67	1.97	1.98	2.02	2.02	2.03	2.04	2.06
Debt Service Ratio	11.01%	10.80%	9.68%	8.44%	7.19%	6.51%	6.44%	4.28%	1.70%	1.63%	0.21%
Rates & Annual Charges Coverage Ratio	47.23%	61.42%	61.28%	62.06%	62.01%	61.91%	61.70%	61.93%	61.98%	62.14%	62.32%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.55%	6.58%	6.57%	6.35%	6.25%	5.94%	5.98%	5.96%	5.93%	5.95%	5.98%
Own Source Operating Revenue Ratio	52.60%	68.62%	68.55%	69.24%	69.26%	69.23%	69.06%	69.39%	69.52%	69.76%	70.01%
Operating Performance Ratio (Operating Surplus/(Deficit) Ratio - on total operating income)	-35.82%	-30.08%	-27.26%	-23.22%	-21.28%	-20.08%	-18.68%	-18.42%	-17.19%	-17.22%	-16.01%
Operating Surplus/(Deficit) Ratio - on own sourced operating income	-48.78%	-37.28%	-33.67%	-28.47%	-26.05%	-24.61%	-22.82%	-22.42%	-20.88%	-20.86%	-19.36%
Budgeted Income/(Expenditure) Gap (excluding Reserve Transfers)	(31,585,886)	(25,041,709)	(24,090,634)	(24,150,611)	(23,440,916)	(28,525,118)	(29,234,933)	(33,781,463)	(30,293,580)	(33,383,744)	(31,584,562)
Budgeted Income/(Expenditure) Gap (including Reserve Transfers)	(33,687,771)	(26,622,617)	(25,919,322)	(25,794,336)	(25,545,403)	(28,777,587)	(31,642,517)	(34,031,633)	(33,075,525)	(34,359,725)	(34,747,627)
Interest Cover Ratio	7.57	6.56	8.50	11.73	14.90	19.42	23.37	47.90	59.52	30.44	84.23
Net Interest Coverage Ratio	0.71%	0.88%	-0.06%	-0.79%	-1.36%	-1.76%	-2.44%	-3.05%	-3.25%	-2.83%	-3.36%
Net Interest Coverage Ratio - adjusted by externally restricted investment income	2.40%	2.62%	1.97%	1.29%	0.77%	0.35%	0.09%	-0.38%	-0.44%	0.02%	-0.49%
Other Debtor Outstanding Percentage	8.01%	9.28%	9.29%	9.77%	10.03%	10.61%	10.37%	10.39%	10.46%	10.42%	10.45%
Asset Renewal Ratio (all assets)	80.94%	46.95%	46.98%	52.31%	52.89%	70.81%	72.60%	87.83%	80.99%	88.20%	83.76%
EBITDA (earnings before interest, taxes, depreciation & amortisation)	15,569,879	11,935,126	13,286,758	15,102,113	16,273,341	17,166,422	18,324,654	18,710,760	20,038,303	21,015,366	22,079,640
Net Assets	536,577,087	526,783,325	518,098,792	510,995,360	504,735,987	498,916,651	493,677,765	488,386,643	483,674,249	478,699,734	474,360,364
Operational Result before Capital Grants & Contributions	(19,664,543)	(15,874,312)	(14,917,100)	(13,491,815)	(12,807,465)	(12,531,131)	(12,118,475)	(12,342,703)	(11,940,265)	(12,383,084)	(11,933,153)

Operating Performance Ratio											
Unrestricted Current Ratio											
Debt Service Ratio											
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage											

Operating Performance Ratio Target TCorp assessment as better than negative 4%

Unrestricted Current Ratio
 Good From 1.5 to 2.5
 Satisfactory Between 1.0 and 1.49, or greater than 2.5
 Unsatisfactory less than 1

Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage
 Good 6% or below
 Satisfactory From 6.01% to 7.50%
 Unsatisfactory Above 7.5%

Debt Service Ratio
 Good Below 10%
 Satisfactory Between 10% and 20%
 Unsatisfactory Above 20%

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS
by Income & Expenditure type
Scenario 3: Scenario 2 plus Increase in Population,
Investment and FAG Income

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
						2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates - Ordinary	20,541,300	21,229,959	21,963,443	22,728,116	23,525,457	24,357,022	25,243,978	26,190,146	27,199,662	28,277,008	29,427,040
Rates - Environmental Levy	-	1,345,520	1,391,604	1,439,614	1,489,641	1,541,778	1,597,282	1,656,381	1,719,323	1,786,377	1,857,832
Rates - Special Variation - Capex works	4,648,700	4,755,900	4,918,790	6,501,488	6,727,415	6,962,875	7,213,539	7,480,440	7,764,697	8,067,520	8,390,221
Annual Charges	8,755,460	8,817,000	9,081,510	9,353,955	9,634,573	9,923,610	10,221,318	10,527,958	10,843,797	11,169,111	11,504,183
User Charges - Specific	2,134,550	2,522,853	2,648,997	2,781,448	2,920,521	3,066,548	3,219,875	3,380,869	3,549,912	3,727,408	3,913,779
Fees & Charges - Statutory & Regulatory	901,000	862,900	884,474	906,587	929,253	952,483	976,296	1,000,705	1,025,725	1,051,367	1,077,653
Fees & Charges - Other	819,200	853,700	896,385	941,207	988,268	1,037,682	1,089,567	1,144,048	1,201,253	1,261,315	1,324,381
Interest & Investment Revenues - o/s Rates & Annual Charges	175,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Interest & Investment Revenues - Investments	1,368,189	1,140,298	1,440,298	1,640,298	1,837,281	1,942,537	2,378,109	2,489,220	2,672,014	2,773,805	2,860,364
Interest & Investment Revenues - Other	4,400	700	-	-	-	-	-	-	-	-	-
Other Revenues	961,095	890,288	912,546	935,360	958,744	982,713	1,007,281	1,032,463	1,058,274	1,084,730	1,111,848
Operating Grants - General Purpose (Untied)	8,168,587	8,369,742	8,578,986	8,822,166	9,072,148	9,479,960	9,747,824	9,864,772	10,111,391	10,364,175	10,623,280
Operating Contributions - Specific - Other Contributions	6,426,149	1,829,070	1,848,796	1,890,668	1,937,709	1,984,951	2,030,425	2,068,160	2,145,190	2,200,545	2,280,259
Total Operating Income	54,903,630	52,777,930	54,725,829	58,100,907	60,181,010	62,392,159	64,885,494	66,995,162	69,451,238	71,923,361	74,530,840
Operating Expenditure											
Employee Costs - Salaries	13,627,473	13,802,242	14,270,271	14,769,731	15,286,670	15,821,704	16,375,464	16,948,606	17,541,807	18,155,771	18,791,224
Employee Costs - Casual Wages	209,455	122,434	126,719	131,154	135,744	140,495	145,412	150,501	155,769	161,221	166,864
Employee Costs - Superannuation	1,857,331	1,913,742	1,978,656	2,047,909	2,119,586	2,193,772	2,270,554	2,350,023	2,432,274	2,517,404	2,605,513
Employee Costs - Workers Comp	1,043,920	874,192	903,852	935,487	968,229	1,002,117	1,037,191	1,073,493	1,111,065	1,149,952	1,190,200
Employee Costs - Other	1,875,003	1,939,329	2,005,435	2,075,627	2,148,273	2,223,462	2,301,283	2,381,830	2,465,194	2,551,475	2,640,777
Borrowing Costs - Interest on Loans (External)	1,807,422	1,559,038	1,303,695	1,027,760	831,983	624,010	524,248	130,611	76,645	430,478	2,124
Borrowing Costs - Other	250,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Materials & Contracts - Contracts	5,177,456	5,661,000	5,802,525	5,947,588	6,096,278	6,248,685	6,404,902	6,565,025	6,729,150	6,897,379	7,069,813
Materials & Contracts - Legal Expenses	105,000	105,000	107,625	110,316	113,074	115,901	118,799	121,769	124,813	127,933	131,131
Materials & Contracts - Other	10,301,341	10,970,610	10,650,875	11,245,541	11,158,488	11,448,740	11,698,102	12,326,921	12,325,596	12,654,536	12,994,169
Depreciation - IPP&E	33,177,000	25,990,400	26,640,163	27,306,168	27,988,823	28,813,543	29,658,881	30,662,852	31,641,923	32,707,972	33,750,669
Other Expenses - Insurance	1,032,650	1,085,647	1,112,788	1,140,608	1,169,124	1,198,353	1,228,312	1,259,020	1,290,496	1,322,758	1,355,827
Other Expenses - Utilities	1,348,489	1,276,225	1,308,131	1,340,834	1,374,355	1,408,714	1,443,932	1,480,030	1,517,031	1,554,957	1,593,831
Other Expenses - Other	3,005,985	3,375,791	3,460,187	3,546,692	3,635,358	3,726,242	3,819,398	3,914,882	4,012,754	4,113,074	4,215,901
Total Operating Expenditure	74,818,525	68,935,650	69,930,922	71,885,415	73,285,985	75,225,738	77,286,478	79,625,563	81,684,517	84,604,910	86,768,043
Operating Surplus/(Deficit)	(19,914,895)	(16,157,720)	(15,205,093)	(13,784,508)	(13,104,975)	(12,833,579)	(12,400,984)	(12,630,401)	(12,233,279)	(12,681,549)	(12,237,203)
Capital Income											
Capital Grants - Recurrent	9,100,000	4,100,000	4,202,500	4,307,563	4,415,252	4,525,634	4,638,774	4,754,743	4,873,612	4,995,453	5,120,339
Capital Grants - Non-recurrent	6,883,080	-	-	-	-	-	-	-	-	-	-
Capital Contributions - Recurrent - Developer Contributions	979,050	979,050	1,003,529	1,028,619	1,054,334	1,080,693	1,107,711	1,135,407	1,163,793	1,192,888	1,222,710
Capital Contributions - Recurrent - Other Contributions	-	1,000,000	1,025,000	1,050,625	1,076,891	1,103,813	1,131,408	1,159,693	1,188,685	1,218,402	1,248,862
Capital Contributions - Non-recurrent - Other Contributions	1,500	1,500	1,538	1,576	1,615	1,655	1,696	1,738	1,781	1,826	1,872
New Loans raised - External	2,000,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of IPP&E	1,595,967	1,001,000	1,026,025	1,051,676	1,077,968	1,104,917	1,132,540	1,160,854	1,189,875	1,219,622	1,250,113
Total Capital Income	20,559,597	7,081,550	7,258,592	7,440,059	7,626,060	7,816,712	8,012,129	8,212,435	8,417,746	8,628,191	8,843,896

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2024

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS
by Income & Expenditure type
Scenario 3: Scenario 2 plus Increase in Population,
Investment and FAG Income

	Current Year 2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Expenditure											
Loan Principal Repayments (External)	3,528,790	3,945,245	3,816,461	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	150,179
Purchase of I,PP&E	24,693,420	11,780,232	12,081,609	13,839,629	14,347,752	19,936,038	21,053,633	26,438,851	25,122,553	28,333,063	27,741,270
Total Capital Expenditure	28,222,210	15,725,477	15,898,070	17,553,947	17,703,480	23,243,267	24,574,469	29,085,099	26,192,688	29,037,894	27,891,449
Capital Surplus/(Deficit)	(7,662,613)	(8,643,927)	(8,639,478)	(10,113,888)	(10,077,420)	(15,426,555)	(16,562,340)	(20,872,664)	(17,774,942)	(20,409,703)	(19,047,553)
Transfer from Reserves (Income)											
Transfer from Reserves	3,240,884	2,910,160	2,838,291	3,206,588	2,936,903	4,988,067	3,040,509	5,414,262	3,107,968	5,148,952	3,206,839
Total Transfer from Reserves (Income)	3,240,884	2,910,160	2,838,291	3,206,588	2,936,903	4,988,067	3,040,509	5,414,262	3,107,968	5,148,952	3,206,839
Transfer to Reserves (Expenditure)											
Transfer to Reserves	5,342,769	4,491,068	4,666,979	4,850,313	5,041,390	5,240,536	5,448,093	5,664,432	5,889,913	6,124,933	6,369,904
Total Transfer to Reserves (Expenditure)	5,342,769	4,491,068	4,666,979	4,850,313	5,041,390	5,240,536	5,448,093	5,664,432	5,889,913	6,124,933	6,369,904
Net Reserve Surplus/(Deficit)	(2,101,885)	(1,580,908)	(1,828,688)	(1,643,725)	(2,104,487)	(252,469)	(2,407,584)	(250,170)	(2,781,945)	(975,981)	(3,163,065)
Internal Income											
Other Internal Income - Operating	6,558,906	7,506,007	7,693,658	7,886,000	8,083,151	8,285,230	8,492,360	8,704,670	8,922,287	9,145,344	9,373,977
Total Internal Income	6,558,906	7,506,007	7,693,658	7,886,000	8,083,151	8,285,230	8,492,360	8,704,670	8,922,287	9,145,344	9,373,977
Internal Expenditure											
Other Internal Expenditure - Operating	6,408,554	7,322,599	7,505,665	7,693,307	7,885,641	8,082,782	8,284,851	8,491,972	8,704,273	8,921,879	9,144,927
Internal Expenditure - Capitalised	4,158,730	423,470	434,056	444,908	456,031	467,432	479,118	491,096	503,373	515,957	528,856
Total Internal Expenditure	10,567,284	7,746,069	7,939,721	8,138,215	8,341,672	8,550,214	8,763,969	8,983,068	9,207,646	9,437,836	9,673,783
Internal Surplus/(Deficit)	(4,008,378)	(240,062)	(246,063)	(252,215)	(258,521)	(264,984)	(271,609)	(278,398)	(285,359)	(292,492)	(299,806)
Net Surplus/(Deficit)	(33,687,771)	(26,622,617)	(25,919,322)	(25,794,336)	(25,545,403)	(28,777,587)	(31,642,517)	(34,031,633)	(33,075,525)	(34,359,725)	(34,747,627)
Depreciation	(33,177,000)	(25,990,400)	(26,640,163)	(27,306,168)	(27,988,823)	(28,813,543)	(29,658,881)	(30,662,852)	(31,641,923)	(32,707,972)	(33,750,669)
Restated Net Result	(510,771)	(632,217)	720,841	1,511,832	2,443,420	35,956	(1,983,636)	(3,368,781)	(1,433,602)	(1,651,753)	(996,958)

Long Term Financial Plan

2015 – 2016



Amendments	
Version 1	Adopted: Council – 17 June 2015 (Min No 114)

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Executive Summary

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting for NSW Local Government and forms part of the Resourcing Strategy. The LTFP is updated annually, but projects over a ten year period.

The Resourcing Strategy outlines Council's capacity to deliver services over a ten year horizon and consists of the Workforce Management Plan, the LTFP and the Asset Management Strategy.

The LTFP expresses in financial terms the activities that council proposes to undertake over the short, medium and longer term and will guide the future strategies and actions of council to ensure that it continues to operate responsibly.

The Long Term Financial Plan presents three scenarios based on a number of planning assumptions.

Scenario 1:

2015/2016 Budget including projected population increase of an average 1.46% pa and a second Environmental Levy Special Rate Variation commencing 2019/2020.

Scenario 2

Scenario 1 plus an Infrastructure Maintenance Special Rate Variation (SRV) of 12% in total, increased over two years, at a rate of 6% pa for 2015/2016 and 2016/2017. This SRV is proposed in perpetuity and aims to achieve \$3.4m after 2016/2017. The amount of \$3.4m represents the annual cost to improve road safety on the existing road network. Road safety activities include guideline work, line marking, road reserve clearing, guideposts, guardrails, signage – street, regulatory and warning, road reserve clearing, patching, grading and resheeting.

Scenario 3

Scenario 1 plus an Infrastructure Maintenance Special Rate Variation (SRV) of 36% in total, increased over 6 years at a rate of 6% pa. This SRV is proposed in perpetuity and aims to achieve an additional \$13.0m per annum after 2021/2022. It is proposed that additional income of \$13.0m per annum is required to address maintenance issues on the current road network to eliminate continued deterioration, including the increased safety activities of Scenario 2.

Scenario 1, assumes no change and continued deterioration of the road network.

Scenario 2, assumes increased rates to address safety issues relating to the road network, but does not stop deterioration of the road network.

Scenario 3, assumes increased rates to address the continued deterioration of the road network.

None of the scenarios proposes to reduce the infrastructure backlog that is in excess of \$300M and none assumes increased operational services unrelated to infrastructure maintenance. However, any SRV does improve capacity to borrow and to leverage off grant funds for specific SRV related purposes.

Purpose and Objective

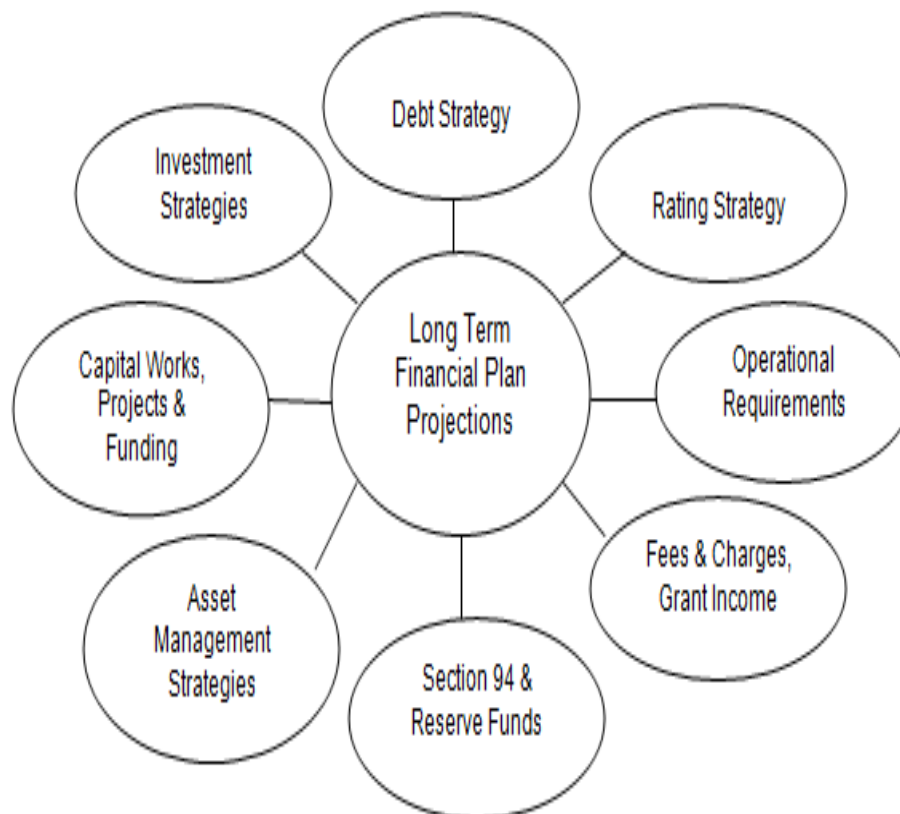
A LTFP provides a framework in which council can assess its revenue capacity to meet the activities and level of services outlined in its Delivery Program.

The LTFP ensures greater transparency and accountability to the community as it provides an indication of how the finances of the organisation are being managed over the longer term. Council has a major challenge in meeting asset renewal requirements in the short, medium and long term and the LTFP enables modelling of various funding scenarios.

It also provides:

- the mechanism for early identification of financial issues and any likely impacts in the longer term;
- an understanding of the financial impact of decision making in the short term;
- a means of assessing financial sustainability in the longer term;
- a sound financial framework, combining the integrating financial strategies to achieve a planned outcome;

This LTFP represents a comprehensive approach to documenting and integrating the various financial strategies of Council. In developing the LTFP, several strategy areas are considered:



Planning Assumptions

The Long Term Financial Plan presents three scenarios based on a number of planning assumptions.

Economic Growth/Demographics

We engaged an independent consulting firm, Informed Decisions (id) to assist in projections for the future population growth and demographics for the local government area. This means that this data is maintained for currency based on ABS data. Population growth has increased slightly from 0.8% to 0.92% in recent years with the two key opportunities for growth existing in developments at Brimbin and Old Bar. Both of which will increase population more significantly between 2026 and 2036.

Current area:						
Greater Taree City						
reset						
Forecast population, households and dwellings						
export reset						
Greater Taree City	Forecast year					
Summary	2011	2016	2021	2026	2031	2036
Population	47,983	49,531	54,082	59,599	65,304	70,708
Change in population (5yrs)	—	1,548	4,551	5,517	5,705	5,404
Average annual change	—	0.64	1.77	1.96	1.85	1.60
Households	20,089	21,318	23,389	25,633	27,887	30,016
Average household size	2.35	2.28	2.27	2.29	2.30	2.32
Population in non private dwellings	786	846	886	946	1,026	1,026
Dwellings	21,950	23,367	25,672	28,144	30,596	32,913
Dwelling occupancy rate	91.52	91.23	91.11	91.08	91.15	91.20
Population and household forecasts, 2011 to 2036, prepared by .id The population experts, September 2012.						

Utilising this data, the draft 2015/2016 – 2024/2025 Long Term Financial Plan (LTFP) recognises the average growth rate of 1.46% based on an increase of over 5,500 households in the period and an estimated 2.28 persons per household. This has an estimated impact on rate revenue of approximately 0.64% per annum.

Service Delivery/Levels of Service

While we will continue to drive efficiencies and review processes to enhance provision of services, the underlying assumption of the LTFP is no increase or additional services. The focus is maintenance of the road network.

Major Planned Capital Expenditure

The underlying assumption is to expend funds on asset renewals rather than constructing new assets. This does not prohibit exploration of grant funding opportunities and community partnerships where possible to undertake new infrastructure works in accordance with the Community Plan.

Indexation

We have applied the following indexations to all scenarios from 2015/2016 to 2024/2025, based on trends and decisions of other levels of government.

- Rates and annual charges – 2.4% pa

- Federal Financial Assistance Grant (FAGS) – 0%. This is a conservative view, given the three year pause by the Federal and the unknown outcome following the four year period, which commenced in 2014/2015.
- All other revenues – 3.5% pa as recommended by the Finance and Investment Advisory Committee
- Employee costs, as a result of State Award increases – 2.7% pa
- All other expenses – 2.5% pa

Depreciation

Depreciation is a non-cash expense, but represents the “wear and tear” on council owned assets and infrastructure. Council has estimated depreciation at approximately \$22m for 2015/2016. Indexation of 0.45% is applied across the term of the plan, which relates to “all other expenses” as per above.

Revenue Forecasts

Council is heavily reliant on rating income which forms 63% of total income for 2015/2016.

In 2014, the Federal government announced a three year pause on FAGS indexation, representing a significant decrease in annual income of a minimum \$450,000 over the period. If indexation is reintroduced in 2017-18, the lost income opportunity in those three years creates a gap that will compound year after year

Apart from indexation, changes in investment revenue earnings and known adjustment to grants, the LTFP models two potential income increases in scenarios one and two.

Investment Forecasts

Council's Finance and Investment Advisory Committee gives oversight to the investment strategy and recommends adopting an investment forecast of 3% per annum based on recent trends.

Expenditure Forecasts

Council has applied indexation to operational/capital expenditure with no forecast increase in current levels of service. Loan and interest repayments have been modelled in line with the current loan register. As a loan and borrowings strategy is currently being developed to ensure we make the most of opportunity, no new borrowings have been included in the LTFP at this stage.

In 2010/2011 Council was successful in its application for a three year capital infrastructure SRV and continues to quarantine this equivalent amount of rate revenue to leverage State and Federal grant monies and fund the capital works program.

In addition to the 2015/2016 capital works program, the 2016/2017 – 2018/2019 forward capital works program identifies the following expenditure:

PROGRAM	2015/2016	2016/2017 – 2018/2019
Regional roads program	\$4,490,000	\$3,060,000
Local roads reconstruction program	\$6,066,000	\$2,817,159
Local roads rehabilitation/reseal program	\$1,734,483	\$3,515,225
Unsealed road re-sheeting program	\$1,000,000	\$2,850,000

Kerb and gutter replacement program	\$1,200,000	\$2,700,000
Footpath renewal program	\$100,000	\$500,000
Traffic facilities program	\$110,000	\$180,000
Bridge and causeway replacement program	\$400,000	\$1,115,000
Trunk drainage	\$240,000	\$900,000
Minor capital works	\$100,000	\$300,000

Sensitivity Analysis

Council is required to undertake a sensitivity analysis as per the Planning and Reporting Guidelines. Sensitivity analyses look at “what if” scenarios to assess the financial impact of underlying assumptions utilised for the LTFP given that the certainty of such plans decreases the greater time over which a projection is made. Sensitivity analyses can also support decision making and demonstrate consideration of potential risks.

The LTFP modelling is based on assumptions (which have been outlined above) which can impact the actual outcomes to varying degrees if inaccurate. Council may need to reconsider the resourcing strategies on expenditure and revenue to realign the LTFP subject to any material impacts on underlying assumptions.

Scenario 1, presents no change to rate income with the exception of the rate pegging % determined by IPART each year. Scenarios 2 and 3 project SRVs that require community consultation prior to application. Should no application be made or should an application be made and unsuccessful, the LTFP reverts to Scenario 1.

All scenarios will be impacted unfavourably should the rate pegging % announced by IPART fall below the predicted increase of 2.4%. A conservative indexation based on trend data has been applied to mitigate this impact.

Employee costs make up approximately 30% of expenditure, which reflects the service based nature of a significant proportion of Council's activities. Council's sensitivity is exposure to unplanned changes in employee costs, which include industry wide award negotiations, market forces, skills shortages, staff turnover and attraction and retention of quality staff. Any significant changes can impact on the LTFP.

Risk Assessment

The assumptions included in the LTFP have been tested through a risk assessment process. The risk assessment has considered such questions as:

- How accurate are the projected estimates of expenditure?
- How certain is the revenue stream?
- What could impact on the expenditures?
- What could impact on the revenues?
- What other risks are associated with the key projects eg loss of key staff, loss of subsidy?
- How reliable are the investment options?
- Are ratepayers' funds at risk?
- What are the potential liabilities for Council - legal and financial - if key projects fail?

- How reasonable are the assumptions that Council can maintain service levels at current rates into the future?

Performance Measures

An intrinsic part of the LTFP is the measurement of performance against the plan. The following will be used to assist in the measurement of performance and progress will be reported quarterly.

Unrestricted Current Ratio

This ratio is a measure of Council's ability to meet its financial obligations and assesses the level of liquidity and the ability to satisfy obligations as they fall due in the short term. Ratio = current assets less all external restrictions/current liabilities less specific purpose liabilities.

Benchmark (as adopted by Council):

Good	From 1.5 to 2.5
Satisfactory	Between 1.0 and 1.49, or greater than 2.5
Unsatisfactory	less than 1

Rates and Annual Charges Coverage Ratio (Own Source Revenue)

This ratio addresses the degree of dependence upon revenues from rates and annual charges and to assess the security of Council's income. A lower percentage indicates less dependence Council has on its rates and annual charges and may also indicate that Council is highly reliant on grants and contributions which may be uncertain or for specific purpose. Ratio = rates and annual charges/income from continuing operations.

Benchmark:

Good	Over 60% (target as per TCorp assessment)
Satisfactory	Between 40% and 60%
Unsatisfactory	Less than 40% (but may be dependent on receipt of large one off capital grants)

Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash. Ratio = EBITDA/interest expense (from the income statement). EBITDA is an acronym for "earnings before interest, taxes, depreciation, and amortisation". It is often used to measure the cash earnings that can be used to pay interest and repay principal.

Benchmark:

Greater than 4.0x (as per TCorp assessment)

Net Interest Coverage Ratio

This ratio is a measure of net interest (borrowing cost interest expense less interest and investment revenues) to provide a net interest value divided by total income and expressed as a percentage.

Debt Service Ratio

This ratio assesses the degree to which revenues from continuing operations are committed to the repayment of debt. Ratio = debt service cost/income from continuing operations.

Benchmark (as adopted by Council):

Good	Less than 10%
Satisfactory	Between 10% and 20%
Unsatisfactory	Over 20%

Operating Performance Ratio

This ratio measures Council's ability to contain operating expenditure within operating revenues. Ratio = operating revenue excluding capital grants and contributions – operating expenses/operating revenue excluding capital grants and contributions.

Benchmark:

better than negative 4% (as per TCorp assessment)

Net Assets

Net Assets is measured as total assets less total liabilities. The Asset Revaluations over the past years have resulted in a high level of volatility in many councils' Net Assets figure. Consequently, in the short term the value of Net Assets is not necessarily an informative indicator of performance. In the medium to long term however, this is a key indicator of a council's capacity to add value to its operations.

Over time, Net Assets should increase at least in line with inflation plus an allowance for increased population and/or improved or increased services. Declining Net Assets is a key indicator of the council's assets not being able to sustain ongoing operations.

Asset Renewal Ratio

This ratio compares the proportion spent on asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance. Ratio = Asset renewals / depreciation.

Benchmark:

Greater than 1.0x (as per TCorp assessment)

Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the effectiveness of Council's debt recovery. Ratio = rates, annual and extra charges outstanding/rates, annual and extra charges collectable.

Benchmark (as adopted by Council):

Good	6% or below
Satisfactory	From 6.01% to 7.50%
Unsatisfactory	Above 7.5%

Other Debts Outstanding Percentage

This ratio assesses the level of outstanding debts (excluding rates and annual charges) and can be impacted by delays in receiving substantial specific projects grant instalments from other government agencies. Ratio = receivables (excluding rates, annual and extra charges outstanding) / total income (excluding rates, annual and extra charges collectable).

Benchmark:

No specific benchmark, aged debtor reports should be managed routinely noting impact of material outstanding grant payments. Other Debtors balance is influenced by timing of payment of grants from other levels of government.

Long Term Financial Plan Models

The Long Term Financial Plan includes a projected income and expenditure statement, balance sheet, cash flow statement and key performance indicators and a budget summary covering the periods from 2015/2016 to 2024/2025.

As part of the Integrated Planning and Reporting requirements, Council is required to model various scenarios. These scenarios are to assist Council and its community to understand impact of alternative options/solutions and testing impact of modelled assumptions.

Models are a tool to assist in determining the flexibility Council may have within the plans and assist Council to strategise to develop the best plan over the longer term to meet community expectations.

Overview

Scenario 1: 2015/16 Budget including a second Environmental Levy Special Rate Variation commencing 2019/2020 provides a projection of the status quo with assumptions outlined below:

- expansion of the Environmental Action Plan
- known one off initiative expenditure
- known variations in income/expenditure such as LIRS contribution and election expenses and reserve movements
- waste management reserve transfers (ensuring no general revenue impact for waste management operations)
- indexation as outlined in assumptions above
- growth in rating income of 0.64%
- nil additional growth in services levels
- investment rate of 3% for 2015/16, to 2017/18, and increasing from 3.2% to 3.9% between 2018/19 to 2024/25
- Key Performance Indicators for 2024/2025 include Unrestricted Cash Ratio: 7.63, Debt Service Ratio: 0.00%, Rates and Annual Charges Coverage Ratio: 67.42%, Interest Coverage Ratio: 81.62%, Asset Renewal Ratio: 106.24%

Council LTFP indicates that the unrestricted cash ratio improves substantially over the medium to longer term of the plan which would minimise any impact if the forward instalments of the financial assistance grants were withheld during this period.

Scenario 2: Scenario 1 plus additional revenue through a 12% Infrastructure Maintenance SRV 2016/17 – 2017/2018 includes an additional funding scenario option:

- 12% Special Rate Variation raised over two years to fund increased works on improving the safety of the existing road network to commence in 2016/17 – total additional income of \$34.9m over the term of the plan
- Increased maintenance expenditure equivalent to SRV funds raised over the term of plan (\$34.9m from SRV), to improve safety standards on the existing road network including increased:
 - Linemarking
 - Guideposts
 - Guardrails
 - Signage – street, regulatory and warning
 - Road reserve clearing
 - Heavy patching
 - Gravel resheeting
 - Shoulder grading
 - Gravel patching
 - Pothole patching
- Key Performance Indicators for 2024/2025 include Unrestricted Cash Ratio: 2.07, Debt Service Ratio: 0.22%, Rates and Annual Charges Coverage Ratio: 68.79%, Interest Coverage Ratio: 94.42%, Asset Renewal Ratio: 106.72%.

Scenario 3: Scenario 2 plus additional revenue through a 36% Infrastructure Maintenance SRC 2016/2017 – 2022/2023 includes an additional funding scenario option:

- 36% Special Rate Variation raised over six years to fund maintenance works on the existing network that would minimise continued deterioration. increased works on improving the safety of the existing road network to commence in 2016/17 – total additional income of \$82.8m over the term of the plan
- Increased maintenance expenditure equivalent to SRV funds raised over the term of plan (\$82.8m from SRV), to address the continuing deterioration of the road network while improving safety standards identified in Scenario 2.
- Key Performance Indicators for 2023/24 include Unrestricted Cash Ratio: 12.22, Debt Service Ratio: 0.00%, Rates and Annual Charges Coverage Ratio: 71.91%, Interest Coverage Ratio: 128.02%, Asset Renewal Ratio: 106.72%.

Appendix A: Long Term Financial Plan Models

Scenario 1: 2015/16 Budget including a second Environmental Levy Special Rate Variation commencing 2019/2020 (6 pages)

Scenario 2: Scenario 1 plus additional revenue through a 12% Infrastructure Maintenance SRV 2016/17 – 2017/2018 (6 pages)

Scenario 3: Scenario 2 plus additional revenue through a 36% Infrastructure Maintenance SRC 2016/2017 – 2022/2023 (6 pages)

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - GENERAL FUND
Scenario: Scenario 1: 2015/16 Budget

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years					
							2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	34,067,000	36,148,379	38,094,419	40,401,952	41,862,328	43,378,652	44,953,207	46,588,372	48,286,628	50,050,569	51,882,899	53,786,441
User Charges & Fees	3,755,000	4,239,453	4,971,504	5,179,096	5,395,893	5,622,326	5,858,841	6,105,905	6,364,009	6,633,667	6,915,413	7,209,813
Interest & Investment Revenue	1,543,000	1,300,998	1,388,498	1,374,498	1,371,398	1,386,998	1,400,998	1,405,298	1,387,298	1,391,598	1,374,598	1,340,798
Other Revenues	2,602,000	890,288	1,160,177	1,189,182	1,218,911	1,249,384	1,280,620	1,312,635	1,345,451	1,379,089	1,413,566	1,448,906
Grants & Contributions provided for Operating Purposes	10,320,000	10,198,812	9,982,598	10,014,879	10,078,743	10,143,226	10,206,372	10,262,222	10,357,820	10,432,207	10,531,429	10,612,530
Grants & Contributions provided for Capital Purposes	15,799,000	6,080,550	4,312,383	4,420,193	4,530,701	4,643,965	4,760,063	4,879,065	5,001,041	5,126,068	5,254,221	5,385,577
Other Income:												
Net gains from the disposal of assets	331,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	68,417,000	58,858,480	59,909,579	62,579,800	64,457,974	66,424,551	68,460,101	70,553,497	72,742,247	75,013,198	77,372,126	79,784,065
Expenses from Continuing Operations												
Employee Benefits & On-Costs	17,950,000	18,551,939	19,042,227	19,578,209	20,089,842	20,634,966	21,240,544	21,794,750	22,385,234	23,014,122	23,614,439	24,254,053
Borrowing Costs	2,025,000	1,834,462	1,592,828	1,343,865	1,109,258	900,708	688,815	482,920	353,900	299,164	277,535	275,000
Materials & Contracts	16,760,000	16,553,202	15,966,373	16,693,622	16,786,563	17,209,638	17,643,521	18,408,504	18,544,855	19,012,880	19,492,880	19,913,702
Depreciation & Amortisation	21,915,000	21,912,950	21,912,950	22,011,558	22,110,609	22,210,105	22,310,050	22,410,445	22,511,292	22,612,593	22,714,349	22,816,564
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6,787,000	5,737,663	6,233,841	6,389,687	6,549,430	6,713,165	6,880,995	7,053,020	7,229,346	7,410,080	7,595,333	7,785,217
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	65,437,000	64,590,216	64,748,219	66,016,941	66,645,702	67,668,582	68,763,925	70,149,639	71,024,627	72,348,839	73,694,536	75,044,536
Operating Result from Continuing Operations	2,980,000	(5,731,736)	(4,838,640)	(3,437,141)	(2,187,728)	(1,244,031)	(303,824)	403,858	1,717,620	2,664,359	3,677,590	4,739,529
Net Operating Result for the Year	2,980,000	(5,731,736)	(4,838,640)	(3,437,141)	(2,187,728)	(1,244,031)	(303,824)	403,858	1,717,620	2,664,359	3,677,590	4,739,529
Net Operating Result before Grants and Contributions provided for Capital Purposes	(12,819,000)	(11,812,286)	(9,151,023)	(7,857,334)	(6,718,429)	(5,887,996)	(5,063,887)	(4,475,207)	(3,283,421)	(2,461,709)	(1,576,631)	(646,048)

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - GENERAL FUND
Scenario: Scenario 1: 2015/16 Budget

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years					
							2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Investments	33,500,000	35,070,238	35,070,238	35,342,601	37,490,738	40,412,726	43,868,873	48,674,141	55,996,695	64,381,748	74,034,753	84,578,256
Receivables	5,101,000	4,243,346	4,296,526	4,484,846	4,632,640	4,789,632	4,954,499	5,130,961	5,327,683	5,534,215	5,754,691	5,984,918
Inventories	628,000	628,269	619,165	633,494	635,458	643,863	652,482	667,562	670,388	679,686	689,221	697,607
Other	104,000	99,262	99,391	103,325	104,476	107,103	109,796	113,972	115,391	118,295	121,273	124,011
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	43,769,000	43,041,116	42,905,331	43,564,267	45,863,311	48,953,323	52,585,650	57,586,637	65,110,157	73,713,944	83,599,938	94,384,792
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	535,000	453,255	477,880	506,362	524,480	543,294	562,832	583,123	604,199	626,092	648,836	672,465
Inventories	12,000	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081
Infrastructure, Property, Plant & Equipment	843,425,000	832,714,752	825,198,789	817,944,142	810,959,366	804,253,240	797,834,768	791,713,190	785,897,989	780,398,889	775,225,872	770,389,175
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	843,972,000	833,179,089	825,687,750	818,461,585	811,494,928	804,807,615	798,408,681	792,307,395	786,513,270	781,036,063	775,885,789	771,072,721
TOTAL ASSETS	887,741,000	876,220,205	868,593,081	862,025,852	857,358,239	853,760,938	850,994,331	849,894,031	851,623,426	854,750,007	859,485,727	865,457,513
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	8,958,000	6,344,186	6,631,164	6,402,344	6,441,984	6,535,431	6,682,446	6,886,696	7,002,624	7,174,145	7,352,685	7,525,806
Borrowings	3,944,000	3,816,462	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	146,968	-	-
Provisions	5,130,000	5,480,000	5,780,000	6,130,000	6,480,000	6,830,000	7,205,000	7,580,000	7,955,000	8,330,000	8,705,000	9,080,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	18,032,000	15,640,648	16,125,482	15,888,072	16,229,213	16,886,267	16,533,694	15,536,831	15,662,455	15,651,113	16,057,685	16,605,806
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	22,284,000	18,466,293	14,751,975	11,396,247	8,089,018	4,568,182	1,921,934	851,799	146,968	-	-	-
Provisions	7,518,000	7,938,000	8,379,000	8,842,050	9,328,253	9,838,765	10,374,803	10,937,644	11,528,626	12,149,157	12,800,715	13,484,851
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	29,802,000	26,404,293	23,130,975	20,238,297	17,417,271	14,406,947	12,296,737	11,789,443	11,675,594	12,149,157	12,800,715	13,484,851
TOTAL LIABILITIES	47,834,000	42,044,941	39,256,457	36,126,369	33,646,484	31,293,214	28,830,431	27,326,273	27,338,048	27,800,270	28,858,400	30,090,657
Net Assets	839,907,000	834,175,264	829,336,624	825,899,483	823,711,755	822,467,724	822,163,900	822,567,758	824,285,378	826,949,737	830,627,327	835,366,856
EQUITY												
Retained Earnings	490,858,000	485,126,264	480,287,624	476,850,483	474,662,755	473,418,724	473,114,900	473,518,758	475,236,378	477,900,737	481,578,327	486,317,856
Revaluation Reserves	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000
Council Equity Interest	839,907,000	834,175,264	829,336,624	825,899,483	823,711,755	822,467,724	822,163,900	822,567,758	824,285,378	826,949,737	830,627,327	835,366,856
Total Equity	839,907,000	834,175,264	829,336,624	825,899,483	823,711,755	822,467,724	822,163,900	822,567,758	824,285,378	826,949,737	830,627,327	835,366,856

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Scenario 1: 2015/16 Budget

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years						2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Cash Flows from Operating Activities																		
Receipts:																		
Rates & Annual Charges	33,867,000	36,158,283	37,963,865	40,247,146	41,764,355	43,276,926	44,847,574	46,478,673	48,172,697	49,932,231	51,759,973	53,658,738						
User Charges & Fees	4,038,000	4,271,507	4,853,403	5,145,605	5,360,917	5,585,796	5,820,684	6,066,046	6,322,369	6,590,163	6,869,959	7,162,318						
Interest & Investment Revenue Received	1,493,000	1,286,492	1,373,376	1,358,456	1,353,133	1,364,482	1,375,638	1,373,220	1,342,965	1,341,934	1,318,551	1,280,169						
Grants & Contributions	27,175,000	17,055,579	14,537,013	14,429,426	14,601,759	14,779,374	14,958,605	15,133,808	15,348,830	15,549,449	15,775,187	15,988,652						
Bonds & Deposits Received	616,000	-	-	-	-	-	-	-	-	-	-	-						
Other	5,398,000	1,759,512	1,158,393	1,227,506	1,242,231	1,273,679	1,305,931	1,339,007	1,372,930	1,407,723	1,443,407	1,480,005						
Payments:																		
Employee Benefits & On-Costs	(17,761,000)	(18,285,953)	(18,732,691)	(19,606,731)	(19,739,842)	(20,284,966)	(20,865,544)	(21,419,750)	(22,010,234)	(22,639,122)	(23,239,439)	(23,879,053)						
Materials & Contracts	(20,025,000)	(17,227,930)	(15,946,007)	(16,572,110)	(16,747,223)	(17,126,506)	(17,558,279)	(18,279,309)	(18,497,022)	(18,920,982)	(19,398,649)	(19,826,411)						
Borrowing Costs	(1,909,000)	(1,834,661)	(1,607,181)	(1,357,834)	(1,121,878)	(913,146)	(702,056)	(492,872)	(357,925)	(301,815)	(278,088)	(275,000)						
Bonds & Deposits Refunded	(767,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-	-						
Other	(6,162,000)	(5,317,663)	(5,792,841)	(5,926,637)	(6,063,228)	(6,202,652)	(6,344,957)	(6,490,180)	(6,638,364)	(6,789,549)	(6,943,775)	(7,101,081)						
Net Cash provided (or used in) Operating Activities	25,963,000	17,765,168	17,757,329	18,894,829	20,600,225	21,702,986	22,837,597	23,708,645	25,056,247	26,170,032	27,307,125	28,488,336						
Cash Flows from Investing Activities																		
Receipts:																		
Sale of Investment Securities	11,500,000	-	-	-	-	-	-	-	-	-	-	-						
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Sale of Real Estate Assets	75,000	-	-	-	-	-	-	-	-	-	-	-						
Sale of Infrastructure, Property, Plant & Equipment	983,000	1,001,000	1,435,000	1,470,875	1,507,647	1,545,338	1,583,971	1,623,570	1,664,159	1,705,763	1,748,407	1,792,117						
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Deferred Debtors Receipts	2,000	-	-	-	-	-	-	-	-	-	-	-						
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Payments:																		
Purchase of Investment Securities	(23,000,000)	(1,570,238)	-	(272,363)	(2,148,137)	(2,921,988)	(3,456,147)	(4,805,268)	(7,322,553)	(8,385,054)	(9,653,005)	(10,543,503)						
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Infrastructure, Property, Plant & Equipment	(27,527,000)	(14,686,684)	(15,555,857)	(16,199,032)	(16,604,007)	(17,019,108)	(17,444,584)	(17,880,698)	(18,327,718)	(18,785,911)	(19,255,560)	(19,736,950)						
Purchase of Real Estate Assets	(12,000)	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Net Cash provided (or used in) Investing Activities	(37,979,000)	(15,255,923)	(14,120,857)	(15,000,521)	(17,244,497)	(18,395,757)	(19,316,761)	(21,062,397)	(23,986,112)	(25,465,201)	(27,160,157)	(28,488,336)						
Cash Flows from Financing Activities																		
Receipts:																		
Proceeds from Borrowings & Advances	2,000,000	-	-	-	-	-	-	-	-	-	-	-						
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-						
Payments:																		
Repayment of Borrowings & Advances	(3,532,000)	(3,945,245)	(3,816,462)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(146,968)	-						
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-						
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-						
Net Cash Flow provided (used in) Financing Activities	(1,532,000)	(3,945,245)	(3,816,462)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(146,968)	-						
Net Increase/(Decrease) in Cash & Cash Equivalents	(13,548,000)	(1,436,000)	(179,990)	179,990	0	0	0	(0)	(0)	0	0	(0)						
plus: Cash, Cash Equivalents & Investments - beginning of year	17,984,000	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000						
Cash & Cash Equivalents - end of the year	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000						
Cash & Cash Equivalents - end of the year	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000						
Investments - end of the year	33,500,000	35,070,238	35,070,238	35,342,601	37,490,738	40,412,726	43,868,873	48,674,141	55,996,695	64,381,748	74,034,753	84,578,256						
Cash, Cash Equivalents & Investments - end of the year	37,936,000	38,070,238	37,890,248	38,342,601	40,490,738	43,412,726	46,868,873	51,674,141	58,996,695	67,381,748	77,034,753	87,578,256						
Representing:																		
- External Restrictions	25,277,000	26,748,652	27,254,616	28,840,647	30,566,591	30,439,239	32,465,691	32,653,385	35,051,477	35,642,192	38,418,545	39,972,188						
- Internal Restrictions	7,944,000	8,053,256	9,819,654	11,315,967	13,133,529	14,952,369	16,772,520	18,274,015	20,096,887	21,921,172	23,746,903	25,513,301						
- Unrestricted	4,715,000	3,268,330	815,978	(1,814,013)	(3,209,382)	(1,978,882)	(2,369,338)	746,741	3,848,331	9,818,384	14,869,305	22,092,767						
	37,936,000	38,070,238	37,890,248	38,342,601	40,490,738	43,412,726	46,868,873	51,674,141	58,996,695	67,381,748	77,034,753	87,578,256						

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS - GENERAL FUND

Operating Income	100	100
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GENERAL FUND	Current Year	Projected Years									
by Income & Expenditure type	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Scenario: Scenario 1: 2015/16 Budget	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Income											
Rates - Ordinary	21,229,959	21,968,974	22,643,492	23,338,657	24,055,100	24,793,471	25,554,439	26,338,694	27,146,947	27,979,932	28,838,402
Rates - Special	1,345,520	1,386,259	1,428,232	1,471,476	1,516,029	1,561,931	1,609,223	1,657,947	1,708,146	1,759,865	1,813,150
Rates - Special Variation	4,755,900	4,899,976	5,999,057	6,204,465	6,417,406	6,638,181	6,867,104	7,104,502	7,350,716	7,606,105	7,871,041
Annual Charges	8,817,000	9,839,210	10,331,171	10,847,730	11,390,117	11,959,624	12,557,606	13,185,485	13,844,760	14,536,997	15,263,848
User Charges - Specific	2,522,853	2,943,754	3,090,941	3,245,489	3,407,763	3,578,153	3,757,063	3,944,916	4,142,162	4,349,271	4,566,735
Fees & Charges - Statutory & Regulatory	862,900	1,057,100	1,083,529	1,110,617	1,138,384	1,166,844	1,196,015	1,225,917	1,256,566	1,287,981	1,320,182
Fees & Charges - Other	853,700	970,650	1,004,626	1,039,787	1,076,179	1,113,844	1,152,827	1,193,176	1,234,939	1,278,161	1,322,896
Interest & Investment Revenues - o/s Rates & Annual Charges	160,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
Interest & Investment Revenues - Investments	1,140,298	1,217,798	1,203,798	1,200,698	1,216,298	1,230,298	1,234,598	1,216,598	1,220,898	1,203,898	1,170,098
Interest & Investment Revenues - Other	700	700	700	700	700	700	700	700	700	700	700
Other Revenues	890,288	1,160,177	1,189,182	1,218,911	1,249,384	1,280,620	1,312,635	1,345,451	1,379,089	1,413,566	1,448,906
Operating Grants - General Purpose (Untied)	8,369,742	8,285,864	8,306,727	8,328,111	8,350,030	8,372,497	8,395,526	8,419,130	8,443,324	8,468,123	8,493,542
Operating Grants - Specific Purpose	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions - General Purpose (Untied)	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions - Specific - Developer Contributions	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions - Specific - Other Contributions	1,829,070	1,696,734	1,708,152	1,750,632	1,793,196	1,833,875	1,866,696	1,938,690	1,988,883	2,063,306	2,118,988
Net Gains from Disposal of I,PP&E	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Investments	-	-	-	-	-	-	-	-	-	-	-
Gain on Share of Interest in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Operating Income	52,777,930	55,597,196	58,159,607	59,927,273	61,780,586	63,700,038	65,674,432	67,741,206	69,887,130	72,117,905	74,398,488
Operating Expenditure											
Employee Costs - Salaries	13,802,242	14,091,428	14,485,987	14,862,624	15,263,914	15,691,304	16,099,278	16,533,959	16,996,910	17,438,830	17,909,678
Employee Costs - Casual Wages	122,434	195,689	201,168	206,398	211,971	217,906	223,572	229,608	236,037	242,174	248,713
Employee Costs - Superannuation	1,913,742	1,990,838	2,046,581	2,099,792	2,156,486	2,216,867	2,274,506	2,335,917	2,401,323	2,463,757	2,53

Greater Taree City Council
10 Year Financial Plan for the Years ending
30 June 2025

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS -
GENERAL FUND

	Current Year	Projected Years									
Proceeds from Sale of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Investments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Receipt	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Receipt	-	-	-	-	-	-	-	-	-	-	-
ELE Provision Receipt (from other Councils)	-	-	-	-	-	-	-	-	-	-	-
Other Borrowings - New raised	-	-	-	-	-	-	-	-	-	-	-
Other Provisions - Receipt	-	-	-	-	-	-	-	-	-	-	-
Distributions from JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Depreciation (non-cash) contra Income	-	-	-	-	-	-	-	-	-	-	-
Non-cash ELE contra Income	-	-	-	-	-	-	-	-	-	-	-
Other non-cash Expenses contra Income	-	-	-	-	-	-	-	-	-	-	-
Total Capital Income	7,081,550	5,747,383	5,891,068	6,038,348	6,189,303	6,344,034	6,502,635	6,665,200	6,831,831	7,002,628	7,177,694
Capital Expenditure											
Loan Principal Repayments (External)	3,945,245	3,816,462	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	146,968	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Purchase of I,PP&E	11,780,232	15,501,987	15,889,536	16,286,774	16,693,943	17,111,291	17,539,073	17,977,552	18,426,991	18,887,667	19,359,860
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits paid out	-	-	-	-	-	-	-	-	-	-	-
ELE Provisions utilised (paid out)	-	-	-	-	-	-	-	-	-	-	-
Reinstatement Provisions utilised (paid out)	-	-	-	-	-	-	-	-	-	-	-
Other Borrowings - Repayment	-	-	-	-	-	-	-	-	-	-	-
Other Provisions - Utilised (Paid out)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Non-cash Income contra Expense	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	15,725,477	19,318,449	19,603,854	19,642,502	20,001,172	20,632,127	20,185,321	19,047,687	19,131,822	19,034,635	19,359,860
Capital Surplus/(Deficit)	(8,643,927)	(13,571,066)	(13,712,786)	(13,604,154)	(13,811,869)	(14,288,093)	(13,682,686)	(12,382,487)	(12,299,991)	(12,032,007)	(12,182,166)
Transfer from Reserves (Income)											
Transfer from Reserves	2,910,160	1,603,536	3,977,024	3,706,939	5,758,103	3,810,545	6,184,298	3,878,004	5,918,988	3,976,875	1,603,536
Total Transfer from Reserves (Income)	2,910,160	1,603,536	3,977,024	3,706,939	5,758,103	3,810,545	6,184,298	3,878,004	5,918,988	3,976,875	1,603,536
Transfer to Reserves (Expenditure)											
Transfer to Reserves	4,491,068	3,875,898	7,059,368	7,250,445	7,449,591	7,657,148	7,873,487	8,098,968	8,333,988	8,578,959	4,923,577
Total Transfer to Reserves (Expenditure)	4,491,068	3,875,898	7,059,368	7,250,445	7,449,591	7,657,148	7,873,487	8,098,968	8,333,988	8,578,959	4,923,577
Net Reserve Surplus/(Deficit)	(1,580,908)	(2,272,362)	(3,082,344)	(3,543,506)	(1,691,488)	(3,846,603)	(1,689,189)	(4,220,964)	(2,415,000)	(4,602,084)	(3,320,041)
Internal Income											
Internal Loans - Interest Income (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - Principal Receipt (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - New Loan raised (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Employee On-cost Income (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Other Internal Income - Operating	7,506,007	8,155,350	8,359,235	8,568,215	8,782,418	9,001,979	9,227,029	9,457,706	9,694,149	9,936,503	10,184,915
Total Internal Income	7,506,007	8,155,350	8,359,235	8,568,215	8,782,418	9,001,979	9,227,029	9,457,706	9,694,149	9,936,503	10,184,915
Internal Expenditure											
Internal Loans - Interest Expense (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - Principal Repayment (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - New Loan provided (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Rates & Annual Charges paid on Council owned properties	-	-	-	-	-	-	-	-	-	-	-
Employee On-cost Expense (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Other Internal Expenditure - Operating	7,322,599	7,852,021	8,048,322	8,249,530	8,455,769	8,667,162	8,883,840	9,105,935	9,333,583	9,566,922	9,806,096
Internal Expenditure - Capitalised	423,470	330,000	338,250	346,706	355,374	364,258	373,364	382,698	392,265	402,072	412,124
Total Internal Expenditure	7,746,069	8,182,021	8,386,572	8,596,236	8,811,143	9,031,420	9,257,204	9,488,633	9,725,848	9,968,994	10,218,220
Internal Surplus/(Deficit)	(240,062)	(26,671)	(27,337)	(28,021)	(28,725)	(29,441)	(30,175)	(30,927)	(31,699)	(32,491)	(33,305)
Net Surplus/(Deficit)	(22,560,591)	(25,424,451)	(25,090,714)	(24,312,795)	(21,846,727)	(23,637,841)	(20,295,446)	(20,344,570)	(17,643,965)	(18,687,794)	(16,635,379)

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Scenario 1: 2015/16 Budget

Scenario: Scenario 1: 2015/16 Budget		Current Year 2014/15	Projected Years									
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			<div><div></div> Within green benchmark (green min and/or green max)</div> <div><div></div> Within amber benchmark (amber min and/or amber max)</div> <div><div></div> Not within benchmark (amber min and/or amber max)</div>				<div><div></div> Within green benchmark</div> <div><div></div> above green maximum and below amber maximum</div> <div><div></div> below green minimum and above amber minimum</div> <div><div></div> above amber maximum</div> <div><div></div> below amber minimum</div>					
Council's Target Benchmarks												
New Note 13 Ratios												
Unrestricted Current Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	1.34	1.25	1.20	1.23	1.45	1.67	2.36	2.90	3.82	4.48	5.26
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	6.74%	6.76%	6.77%	6.76%	6.76%	6.76%	6.76%	6.76%	6.76%	6.76%	6.76%
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	10.83%	9.53%	8.47%	7.20%	6.56%	6.36%	4.47%	1.75%	1.07%	0.21%	0.00%
TCorp Ratios												
Unrestricted Current Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	1.34	1.25	1.20	1.23	1.45	1.67	2.36	2.90	3.82	4.48	5.26

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2025

INCOME STATEMENT - GENERAL FUND

Scenario: Scenario 2: 2015/16 Budget + two year SRV at 6%

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years					
							2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	34,067,000	36,148,379	38,094,419	41,063,232	44,278,362	45,928,240	47,643,731	49,427,623	51,282,827	53,212,392	55,219,501	57,307,484
User Charges & Fees	3,755,000	4,239,453	4,971,504	5,179,096	5,395,893	5,622,326	5,858,841	6,105,905	6,364,009	6,633,667	6,915,413	7,209,813
Interest & Investment Revenue	1,543,000	1,300,998	1,388,498	1,374,498	1,371,398	1,386,998	1,400,998	1,405,298	1,387,298	1,391,598	1,374,598	1,340,798
Other Revenues	2,602,000	890,288	1,160,177	1,189,182	1,218,911	1,249,384	1,280,620	1,312,635	1,345,451	1,379,089	1,413,566	1,448,906
Grants & Contributions provided for Operating Purposes	10,320,000	10,198,812	9,982,598	10,014,879	10,078,743	10,143,226	10,206,372	10,262,222	10,357,820	10,432,207	10,531,429	10,612,530
Grants & Contributions provided for Capital Purposes	15,799,000	6,080,550	4,312,383	4,420,193	4,530,701	4,643,965	4,760,063	4,879,065	5,001,041	5,126,068	5,254,221	5,385,577
Other Income:												
Net gains from the disposal of assets	331,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	68,417,000	58,858,480	59,909,579	63,241,080	66,874,008	68,974,139	71,150,625	73,392,748	75,738,446	78,175,021	80,708,728	83,305,108
Expenses from Continuing Operations												
Employee Benefits & On-Costs	17,950,000	18,551,939	19,042,227	19,578,209	20,089,842	20,634,966	21,240,544	21,794,750	22,385,234	23,014,122	23,614,439	24,254,053
Borrowing Costs	2,025,000	1,834,462	1,592,828	1,343,865	1,109,258	900,708	688,815	482,920	353,900	299,164	277,535	275,000
Materials & Contracts	16,760,000	16,553,202	15,966,373	16,693,622	16,786,563	17,209,638	17,643,521	18,408,504	18,544,855	19,012,880	19,492,880	19,913,702
Depreciation & Amortisation	21,915,000	21,912,950	21,912,950	22,011,558	22,110,609	22,210,105	22,310,050	22,410,445	22,511,292	22,612,593	22,714,349	22,816,564
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6,787,000	5,737,663	6,233,841	6,389,687	6,549,430	6,713,165	6,880,995	7,053,020	7,229,346	7,410,080	7,595,333	7,785,217
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	65,437,000	64,590,216	64,748,219	66,016,941	66,645,702	67,668,582	68,763,925	70,149,639	71,024,627	72,348,839	73,694,536	75,044,536
Operating Result from Continuing Operations	2,980,000	(5,731,736)	(4,838,640)	(2,775,861)	228,306	1,305,557	2,386,700	3,243,109	4,713,819	5,826,182	7,014,192	8,260,572
Net Operating Result for the Year	2,980,000	(5,731,736)	(4,838,640)	(2,775,861)	228,306	1,305,557	2,386,700	3,243,109	4,713,819	5,826,182	7,014,192	8,260,572
Net Operating Result before Grants and Contributions provided for Capital Purposes	(12,819,000)	(11,812,286)	(9,151,023)	(7,196,054)	(4,302,395)	(3,338,408)	(2,373,363)	(1,635,956)	(287,222)	700,114	1,759,971	2,874,995

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2025

BALANCE SHEET - GENERAL FUND

Scenario: Scenario 2: 2015/16 Budget + two year SRV at 6%

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years					
							2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Investments	33,500,000	35,070,238	35,070,238	35,964,249	40,420,380	45,873,230	51,999,549	59,622,595	69,918,686	81,441,649	94,406,019	108,443,934
Receivables	5,101,000	4,243,346	4,296,526	4,528,080	4,793,469	4,969,913	5,155,899	5,354,646	5,574,884	5,806,232	6,052,895	6,310,757
Inventories	628,000	628,269	619,165	633,494	635,458	643,863	652,482	667,562	670,388	679,686	689,221	697,607
Other	104,000	99,262	99,391	103,325	104,476	107,103	109,796	113,972	115,391	118,295	121,273	124,011
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	43,769,000	43,041,116	42,905,331	44,229,148	48,953,781	54,594,108	60,917,727	68,758,774	79,279,348	91,045,861	104,269,408	118,576,309
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	535,000	453,255	477,880	514,460	554,066	574,515	595,779	617,892	640,889	664,811	689,694	715,582
Inventories	12,000	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081
Infrastructure, Property, Plant & Equipment	843,425,000	832,714,752	825,198,789	817,944,142	810,959,366	804,253,240	797,834,768	791,713,190	785,897,989	780,398,889	775,225,872	770,389,175
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	843,972,000	833,179,089	825,687,750	818,469,683	811,524,513	804,838,837	798,441,628	792,342,163	786,549,960	781,074,781	775,926,648	771,115,839
TOTAL ASSETS	887,741,000	876,220,205	868,593,081	862,698,831	860,478,295	859,432,945	859,359,355	861,100,937	865,829,308	872,120,642	880,196,056	889,692,148
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	8,958,000	6,344,186	6,631,164	6,414,043	6,484,726	6,580,536	6,730,044	6,936,925	7,055,629	7,230,081	7,411,713	7,588,097
Borrowings	3,944,000	3,816,462	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	146,968	-	-
Provisions	5,130,000	5,480,000	5,780,000	6,130,000	6,480,000	6,830,000	7,205,000	7,580,000	7,955,000	8,330,000	8,705,000	9,080,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	18,032,000	15,640,648	16,125,482	15,899,771	16,271,955	16,931,372	16,581,292	15,587,060	15,715,460	15,707,049	16,116,713	16,668,097
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	22,284,000	18,466,293	14,751,975	11,396,247	8,089,018	4,568,182	1,921,934	851,799	146,968	-	-	-
Provisions	7,518,000	7,938,000	8,379,000	8,842,050	9,328,253	9,838,765	10,374,803	10,937,644	11,528,626	12,149,157	12,800,715	13,484,851
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	29,802,000	26,404,293	23,130,975	20,238,297	17,417,271	14,406,947	12,296,737	11,789,443	11,675,594	12,149,157	12,800,715	13,484,851
TOTAL LIABILITIES	47,834,000	42,044,941	39,256,457	36,138,068	33,689,226	31,338,319	28,878,029	27,376,502	27,391,054	27,856,206	28,917,428	30,152,948
Net Assets	839,907,000	834,175,264	829,336,624	826,560,763	826,789,069	828,094,626	830,481,326	833,724,435	838,438,254	844,264,436	851,278,628	859,539,200
EQUITY												
Retained Earnings	490,858,000	485,126,264	480,287,624	477,511,763	477,740,069	479,045,626	481,432,326	484,675,435	489,389,254	495,215,436	502,229,628	510,490,200
Revaluation Reserves	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000
Council Equity Interest	839,907,000	834,175,264	829,336,624	826,560,763	826,789,069	828,094,626	830,481,326	833,724,435	838,438,254	844,264,436	851,278,628	859,539,200
Total Equity	839,907,000	834,175,264	829,336,624	826,560,763	826,789,069	828,094,626	830,481,326	833,724,435	838,438,254	844,264,436	851,278,628	859,539,200

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Scenario 2: 2015/16 Budget + two year SRV at 6%

	Actuals 2013/14	Current Year 2014/15	2015/16	2016/17	2017/18	2018/19	Projected Years					
	\$	\$	\$	\$	\$	\$	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	33,867,000	36,158,283	37,963,865	40,864,062	44,062,668	45,817,554	47,528,643	49,307,947	51,158,366	53,082,943	55,084,850	57,167,407
User Charges & Fees	4,038,000	4,271,507	4,853,403	5,145,605	5,360,917	5,585,796	5,820,684	6,066,046	6,322,369	6,590,163	6,869,959	7,162,318
Interest & Investment Revenue Received	1,493,000	1,286,492	1,373,376	1,351,489	1,331,772	1,352,354	1,362,248	1,359,093	1,328,056	1,326,201	1,301,949	1,262,648
Grants & Contributions	27,175,000	17,055,579	14,537,013	14,429,426	14,601,759	14,779,374	14,958,605	15,133,808	15,348,830	15,549,449	15,775,187	15,988,652
Bonds & Deposits Received	616,000	-	-	-	-	-	-	-	-	-	-	-
Other	5,398,000	1,759,512	1,158,393	1,239,205	1,273,275	1,276,041	1,308,424	1,341,638	1,375,707	1,410,654	1,446,499	1,483,268
Payments:												
Employee Benefits & On-Costs	(17,761,000)	(18,285,953)	(18,732,691)	(19,606,731)	(19,739,842)	(20,284,966)	(20,865,544)	(21,419,750)	(22,010,234)	(22,639,122)	(23,239,439)	(23,879,053)
Materials & Contracts	(20,025,000)	(17,227,930)	(15,946,007)	(16,572,110)	(16,747,223)	(17,126,506)	(17,558,279)	(18,279,309)	(18,497,022)	(18,920,982)	(19,398,649)	(19,826,411)
Borrowing Costs	(1,909,000)	(1,834,661)	(1,607,181)	(1,357,834)	(1,121,878)	(913,146)	(702,056)	(492,872)	(357,925)	(301,815)	(278,088)	(275,000)
Bonds & Deposits Refunded	(767,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-	-
Other	(6,162,000)	(5,317,663)	(5,792,841)	(5,926,637)	(6,063,228)	(6,202,652)	(6,344,957)	(6,490,180)	(6,638,364)	(6,789,549)	(6,943,775)	(7,101,081)
Net Cash provided (or used in) Operating Activities	25,963,000	17,765,168	17,757,329	19,516,476	22,908,219	24,233,849	25,507,769	26,526,421	28,029,785	29,307,941	30,618,492	31,982,748
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	11,500,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	75,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	983,000	1,001,000	1,435,000	1,470,875	1,507,647	1,545,338	1,583,971	1,623,570	1,664,159	1,705,763	1,748,407	1,792,117
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	2,000	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(23,000,000)	(1,570,238)	-	(894,011)	(4,456,131)	(5,452,851)	(6,126,319)	(7,623,045)	(10,296,091)	(11,522,963)	(12,964,371)	(14,037,915)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(27,527,000)	(14,686,684)	(15,555,857)	(16,199,032)	(16,604,007)	(17,019,108)	(17,444,584)	(17,880,698)	(18,327,718)	(18,785,911)	(19,255,560)	(19,736,950)
Purchase of Real Estate Assets	(12,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(37,979,000)	(15,255,923)	(14,120,857)	(15,622,168)	(19,552,491)	(20,926,620)	(21,986,933)	(23,880,173)	(26,959,650)	(28,603,110)	(30,471,524)	(31,982,748)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	2,000,000	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(3,532,000)	(3,945,245)	(3,816,462)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(146,968)	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,532,000)	(3,945,245)	(3,816,462)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(146,968)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(13,548,000)	(1,436,000)	(179,990)	179,990	0	0	(0)	-	(0)	0	(0)	(0)
plus: Cash, Cash Equivalents & Investments - beginning of year	17,984,000	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Cash & Cash Equivalents - end of the year	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Investments - end of the year	33,500,000	35,070,238	35,070,238	35,964,249	40,420,380	45,873,230	51,999,549	59,622,595	69,918,686	81,441,649	94,406,019	108,443,934
Cash, Cash Equivalents & Investments - end of the year	37,936,000	38,070,238	37,890,248	38,964,249	43,420,380	48,873,230	54,999,549	62,622,595	72,918,686	84,441,649	97,406,019	111,443,934
Representing:												
- External Restrictions	25,277,000	26,748,652	27,254,616	28,840,647	30,566,591	30,439,239	32,465,691	32,653,385	35,051,477	35,642,192	38,418,545	39,972,188
- Internal Restrictions	7,944,000	8,053,256	9,819,654	11,315,967	13,133,529	14,952,369	16,772,520	18,274,015	20,096,887	21,921,172	23,746,903	25,513,301
- Unrestricted	4,715,000	3,268,330	815,978	(1,192,365)	(279,740)	3,481,622	5,761,338	11,695,195	17,770,322	26,878,285	35,240,571	45,958,445
	37,936,000	38,070,238	37,890,248	38,964,249	43,420,380	48,873,230	54,999,549	62,622,595	72,918,686	84,441,649	97,406,019	111,443,934

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS - GENERAL FUND

Operating Income	
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Operating Income												
Rates - Ordinary	21,229,959	21,968,974	22,643,492	23,338,657	24,055,100	24,793,471	25,554,439	26,338,694	27,146,947	27,979,932	28,838,402	
Rates - Special	1,345,520	1,386,259	1,428,232	1,471,476	1,516,029	1,561,931	1,609,223	1,657,947	1,708,146	1,759,865	1,813,150	
Rates - Special Variation	4,755,900	4,899,976	6,660,337	8,620,499	8,966,994	9,328,705	9,706,355	10,100,701	10,512,539	10,942,707	11,392,084	
Annual Charges	8,817,000	9,839,210	10,331,171	10,847,730	11,390,117	11,959,624	12,557,606	13,185,485	13,844,760	14,536,997	15,263,848	
User Charges - Specific	2,522,853	2,943,754	3,090,941	3,245,489	3,407,763	3,578,153	3,757,063	3,944,916	4,142,162	4,349,271	4,566,735	
Fees & Charges - Statutory & Regulatory	862,900	1,057,100	1,083,529	1,110,617	1,138,384	1,166,844	1,196,015	1,225,917	1,256,566	1,287,981	1,320,182	
Fees & Charges - Other	853,700	970,650	1,004,626	1,039,787	1,076,179	1,113,844	1,152,827	1,193,176	1,234,939	1,278,161	1,322,896	
Interest & Investment Revenues - o/s Rates & Annual Charges	160,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	
Interest & Investment Revenues - Investments	1,140,298	1,217,798	1,203,798	1,200,698	1,216,298	1,230,298	1,234,598	1,216,598	1,220,898	1,203,898	1,170,098	
Interest & Investment Revenues - Other	700	700	700	700	700	700	700	700	700	700	700	
Other Revenues	890,288	1,160,177	1,189,182	1,218,911	1,249,384	1,280,620	1,312,635	1,345,451	1,379,089	1,413,566	1,448,906	
Operating Grants - General Purpose (Untied)	8,369,742	8,285,864	8,306,727	8,328,111	8,350,030	8,372,497	8,395,526	8,419,130	8,443,324	8,468,123	8,493,542	
Operating Grants - Specific Purpose	-	-	-	-	-	-	-	-	-	-	-	
Operating Contributions - General Purpose (Untied)	-	-	-	-	-	-	-	-	-	-	-	
Operating Contributions - Specific - Developer Contributions	-	-	-	-	-	-	-	-	-	-	-	
Operating Contributions - Specific - Other Contributions	1,829,070	1,696,734	1,708,152	1,750,632	1,793,196	1,833,875	1,866,696	1,938,690	1,988,883	2,063,306	2,118,988	
Net Gains from Disposal of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	
Net Gains from Disposal of Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Net Gains from Disposal of Real Estate	-	-	-	-	-	-	-	-	-	-	-	
Net Gains from Disposal of Assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Net Gains from Disposal of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	
Net Gains from Disposal of Investments	-	-	-	-	-	-	-	-	-	-	-	
Gain on Share of Interest in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Income	52,777,930	55,597,196	58,820,887	62,343,307	64,330,174	66,390,562	68,513,683	70,737,405	73,048,953	75,454,507	77,919,531	
Operating Expenditure												
Employee Costs - Salaries	13,802,242	14,091,428	14,485,987	14,862,624	15,263,914	15,691,304	16,099,278	16,533,959	16,996,910	17,438,830	17,909,678	
Employee Costs - Casual Wages	122,434	195,689	201,168	206,398	211,971	217,906	223,572	229,608	236,037	242,174	248,713	
Employee Costs - Superannuation	1,931,742	1,990,838	2,046,581	2,099,792	2,156,486	2,216,967	2,274,506	2,335,917	2,401,323	2,463,757	2,530,278	
Employee Costs - Workers Comp	874,192	906,729	932,118	956,353	982,174	1,009,675	1,035,927	1,063,897	1,093,686	1,122,122	1,152,419	
Employee Costs - Other	1,939,329	1,957,543	2,012,355	2,064,675	2,120,421	2,179,792	2,236,467	2,296,853	2,361,166	2,422,556	2,487,965	
Employee Costs - Capitalised	-	-	-	-	-	-	-	-	-	-	-	
Borrowing Costs - Interest on Loans (External)	1,574,462	1,317,828	1,068,865	834,258	625,708	413,815	207,920	78,900	24,164	2,535	-	
Borrowing Costs - Interest on Finance Leases	-	-	-	-	-	-	-	-	-	-	-	
Borrowing Costs - Other	260,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	
Borrowing Costs - Capitalised	-	-	-	-	-	-	-	-	-	-	-	
Materials & Contracts - Raw Materials & Consumables	-	-	-	-	-	-	-	-	-	-	-	
Materials & Contracts - Contracts	5,661,000	5,134,950	5,263,324	5,394,907	5,529,780	5,668,025	5,809,725	5,954,968	6,103,843	6,256,439	6,412,850	
Materials & Contracts - Legal Expenses	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	
Materials & Contracts - Other	10,970,610	11,029,752	11,636,211	11,605,341	11,901,507	12,205,313	12,836,968	12,836,658	13,164,603	13,501,022	13,774,671	
Materials & Contracts - Capitalised	-	-	-	-	-	-	-	-	-	-	-	
Depreciation - IPP&E	21,912,950	21,912,950	22,011,558	22,110,609	22,210,105	22,310,050	22,410,445	22,511,292	22,612,593	22,714,349	22,816,564	
Amortisation - Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	
Depreciation & Amortisation - Capitalised	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses - Insurance	1,085,647	1,101,447	1,128,983	1,157,208	1,186,138	1,215,792	1,246,187	1,277,342	1,309,276	1,342,008	1,375,558	
Other Expenses - Utilities	1,276,225	1,491,885	1,529,182	1,567,412	1,606,597	1,646,762	1,687,931	1,730,129	1,773,382	1,817,717	1,863,160	
Other Expenses - Statutory & Regulatory	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses - Other	3,375,791	3,640,509	3,731,522	3,824,810	3,920,430	4,018,441	4,118,902	4,221,875	4,327,422	4,435,608	4,546,499	
Net Losses from Disposal of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from Disposal of Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from Disposal of Real Estate	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from Disposal of Assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from Disposal of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from Disposal of Investments	-	-	-	-	-	-	-	-	-	-	-	
Loss on Share of Interest in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Expenditure	64,873,624	65,151,548	66,427,854	67,064,387	68,095,231	69,173,742	70,567,828	71,451,398	72,784,405	74,139,117	75,498,355	
Operating Surplus/(Deficit)	(12,095,694)	(9,554,352)	(7,606,967)	(4,721,080)	(3,765,057)	(2,783,180)	(2,054,145)	(713,993)	264,548	1,315,390	2,421,176	
Capital Income												
Capital Grants - Recurrent	4,100,000	2,371,483	2,430,770	2,491,539	2,553,827	2,617,673	2,683,115	2,750,193	2,818,948	2,889,422	2,961,658	
Capital Grants - Non-recurrent	-	-	-	-	-	-	-	-	-	-	-	
Capital Contributions - Recurrent - Developer Contributions	979,050	840,900	861,923	883,473	905,558	928,196	951,401	975,185	999,566	1,024,556	1,050,170	
Capital Contributions - Non-recurrent - Developer Contributions	-	-	-	-	-	-	-	-	-	-	-	
Capital Contributions - Recurrent - Other Contributions	1,000,000	1,080,000	1,107,000	1,134,676	1,163,042	1,192,118	1,221,921	1,252,469	1,283,780	1,315,875	1,348,772	
Capital Contributions - Non-recurrent - Other Contributions	1,500	20,000	20,500	21,013	21,538	22,076	22,628	23,194	23,774	24,368	24,977	
New Loans raised - External	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from Sale of I,PP&E	1,001,000	1,435,000	1,470,875	1,507,647	1,545,338	1,583,971	1,623,570	1,664,159	1,705,763	1,748,407	1,792,117	
Proceeds from Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	

Greater Taree City Council
10 Year Financial Plan for the Years ending
30 June 2025

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS -
GENERAL FUND

	Current Year	Projected Years									
Proceeds from Sale of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Investments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Receipt	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Receipt	-	-	-	-	-	-	-	-	-	-	-
ELE Provision Receipt (from other Councils)	-	-	-	-	-	-	-	-	-	-	-
Other Borrowings - New raised	-	-	-	-	-	-	-	-	-	-	-
Other Provisions - Receipt	-	-	-	-	-	-	-	-	-	-	-
Distributions from JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Depreciation (non-cash) contra Income	-	-	-	-	-	-	-	-	-	-	-
Non-cash ELE contra Income	-	-	-	-	-	-	-	-	-	-	-
Other non-cash Expenses contra Income	-	-	-	-	-	-	-	-	-	-	-
Total Capital Income	7,081,550	5,747,383	5,891,068	6,038,348	6,189,303	6,344,034	6,502,635	6,665,200	6,831,831	7,002,628	7,177,694
Capital Expenditure											
Loan Principal Repayments (External)	3,945,245	3,816,462	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	146,968	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Purchase of I,PP&E	11,780,232	15,501,987	15,889,536	16,286,774	16,693,943	17,111,291	17,539,073	17,977,552	18,426,991	18,887,667	19,359,860
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits paid out	-	-	-	-	-	-	-	-	-	-	-
ELE Provisions utilised (paid out)	-	-	-	-	-	-	-	-	-	-	-
Reinstatement Provisions utilised (paid out)	-	-	-	-	-	-	-	-	-	-	-
Other Borrowings - Repayment	-	-	-	-	-	-	-	-	-	-	-
Other Provisions - Utilised (Paid out)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Non-cash Income contra Expense	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	15,725,477	19,318,449	19,603,854	19,642,502	20,001,172	20,632,127	20,185,321	19,047,687	19,131,822	19,034,635	19,359,860
Capital Surplus/(Deficit)	(8,643,927)	(13,571,066)	(13,712,786)	(13,604,154)	(13,811,869)	(14,288,093)	(13,682,686)	(12,382,487)	(12,299,991)	(12,032,007)	(12,182,166)
Transfer from Reserves (Income)											
Transfer from Reserves	2,910,160	1,603,536	3,977,024	3,706,939	5,758,103	3,810,545	6,184,298	3,878,004	5,918,988	3,976,875	1,603,536
Total Transfer from Reserves (Income)	2,910,160	1,603,536	3,977,024	3,706,939	5,758,103	3,810,545	6,184,298	3,878,004	5,918,988	3,976,875	1,603,536
Transfer to Reserves (Expenditure)											
Transfer to Reserves	4,491,068	3,875,898	7,059,368	7,250,445	7,449,591	7,657,148	7,873,487	8,098,968	8,333,988	8,578,959	4,923,577
Total Transfer to Reserves (Expenditure)	4,491,068	3,875,898	7,059,368	7,250,445	7,449,591	7,657,148	7,873,487	8,098,968	8,333,988	8,578,959	4,923,577
Net Reserve Surplus/(Deficit)	(1,580,908)	(2,272,362)	(3,082,344)	(3,543,506)	(1,691,488)	(3,846,603)	(1,689,189)	(4,220,964)	(2,415,000)	(4,602,084)	(3,320,041)
Internal Income											
Internal Loans - Interest Income (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - Principal Receipt (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - New Loan raised (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Employee On-cost Income (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Other Internal Income - Operating	7,506,007	8,155,350	8,359,235	8,568,215	8,782,418	9,001,979	9,227,029	9,457,706	9,694,149	9,936,503	10,184,915
Total Internal Income	7,506,007	8,155,350	8,359,235	8,568,215	8,782,418	9,001,979	9,227,029	9,457,706	9,694,149	9,936,503	10,184,915
Internal Expenditure											
Internal Loans - Interest Expense (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - Principal Repayment (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - New Loan provided (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Rates & Annual Charges paid on Council owned properties	-	-	-	-	-	-	-	-	-	-	-
Employee On-cost Expense (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Other Internal Expenditure - Operating	7,322,599	7,852,021	8,048,322	8,249,530	8,455,769	8,667,162	8,883,840	9,105,935	9,333,583	9,566,922	9,806,096
Internal Expenditure - Capitalised	423,470	330,000	338,250	346,706	355,374	364,258	373,364	382,698	392,265	402,072	412,124
Total Internal Expenditure	7,746,069	8,182,021	8,386,572	8,596,236	8,811,143	9,031,420	9,257,204	9,488,633	9,725,848	9,968,994	10,218,220
Internal Surplus/(Deficit)	(240,062)	(26,671)	(27,337)	(28,021)	(28,725)	(29,441)	(30,175)	(30,927)	(31,699)	(32,491)	(33,305)
Net Surplus/(Deficit)	(22,560,591)	(25,424,451)	(24,429,434)	(21,896,761)	(19,297,139)	(20,947,317)	(17,456,195)	(17,348,371)	(14,482,142)	(15,351,192)	(13,114,336)

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Scenario 2: 2015/16 Budget + two year SRV at 6%

Scenario: Scenario 2: 2015/16 Budget + two year SRV at 6%			Current Year 2014/15	Projected Years											
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
Council's Target Benchmarks New Note 13 Ratios Unrestricted Current Ratio Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7) Debt Service Ratio TCorp Ratios Unrestricted Current Ratio				<div><div><div></div> Within green benchmark (green min and/or green max)</div><div><div></div> Within amber benchmark (amber min and/or amber max)</div><div><div></div> Not within benchmark (amber min and/or amber max)</div></div> <div><div><div></div> Within green benchmark</div><div><div></div> above green maximum and below amber maximum</div><div><div></div> below green minimum and above amber minimum</div><div><div></div> above amber maximum</div><div><div></div> below amber minimum</div></div>											
	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>		
	Actual Ratio	<div>1.34</div>	<div><div></div><div></div></div> <div>1.25</div>	<div><div></div><div></div></div> <div>1.26</div>	<div><div></div><div></div></div> <div>1.50</div>	<div><div></div><div></div></div> <div>1.92</div>	<div><div></div><div></div></div> <div>2.40</div>	<div><div></div><div></div></div> <div>3.47</div>	<div><div></div><div></div></div> <div>4.33</div>	<div><div></div><div></div></div> <div>5.61</div>	<div><div></div><div></div></div> <div>6.57</div>	<div><div></div><div></div></div> <div>7.63</div>			
	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>		
	Actual Ratio	<div>6.74%</div>	<div><div></div><div></div></div> <div>6.76%</div>	<div><div></div><div></div></div> <div>6.78%</div>	<div><div></div><div></div></div> <div>6.78%</div>	<div><div></div><div></div></div> <div>6.76%</div>	<div><div></div><div></div></div> <div>6.76%</div>	<div><div></div><div></div></div> <div>6.76%</div>	<div><div></div><div></div></div> <div>6.76%</div>	<div><div></div><div></div></div> <div>6.76%</div>	<div><div></div><div></div></div> <div>6.76%</div>	<div><div></div><div></div></div> <div>6.77%</div>			
	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>		
	Actual Ratio	<div>10.83%</div>	<div><div></div><div></div></div> <div>9.53%</div>	<div><div></div><div></div></div> <div>8.37%</div>	<div><div></div><div></div></div> <div>6.92%</div>	<div><div></div><div></div></div> <div>6.29%</div>	<div><div></div><div></div></div> <div>6.09%</div>	<div><div></div><div></div></div> <div>4.28%</div>	<div><div></div><div></div></div> <div>1.67%</div>	<div><div></div><div></div></div> <div>1.03%</div>	<div><div></div><div></div></div> <div>0.20%</div>	<div><div></div><div></div></div> <div>0.00%</div>			
	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>		
	Actual Ratio	<div>1.34</div>	<div><div></div><div></div></div> <div>1.25</div>	<div><div></div><div></div></div> <div>1.26</div>	<div><div></div><div></div></div> <div>1.50</div>	<div><div></div><div></div></div> <div>1.92</div>	<div><div></div><div></div></div> <div>2.40</div>	<div><div></div><div></div></div> <div>3.47</div>	<div><div></div><div></div></div> <div>4.33</div>	<div><div></div><div></div></div> <div>5.61</div>	<div><div></div><div></div></div> <div>6.57</div>	<div><div></div><div></div></div> <div>7.63</div>			

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2025

INCOME STATEMENT - GENERAL FUND

Scenario: Scenario 3: 2015/16 Budget + six year SRV at 6%

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years					
							2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	34,067,000	36,148,379	38,094,419	41,063,232	44,278,362	47,760,257	51,532,010	55,618,936	60,048,144	62,137,096	64,302,558	66,547,504
User Charges & Fees	3,755,000	4,239,453	4,971,504	5,179,096	5,395,893	5,622,326	5,858,841	6,105,905	6,364,009	6,633,667	6,915,413	7,209,813
Interest & Investment Revenue	1,543,000	1,300,998	1,388,498	1,374,498	1,371,398	1,386,998	1,400,998	1,405,298	1,387,298	1,391,598	1,374,598	1,340,798
Other Revenues	2,602,000	890,288	1,160,177	1,189,182	1,218,911	1,249,384	1,280,620	1,312,635	1,345,451	1,379,089	1,413,566	1,448,906
Grants & Contributions provided for Operating Purposes	10,320,000	10,198,812	9,982,598	10,014,879	10,078,743	10,143,226	10,206,372	10,262,222	10,357,820	10,432,207	10,531,429	10,612,530
Grants & Contributions provided for Capital Purposes	15,799,000	6,080,550	4,312,383	4,420,193	4,530,701	4,643,965	4,760,063	4,879,065	5,001,041	5,126,068	5,254,221	5,385,577
Other Income:												
Net gains from the disposal of assets	331,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	68,417,000	58,858,480	59,909,579	63,241,080	66,874,008	70,806,156	75,038,904	79,584,061	84,503,763	87,099,725	89,791,785	92,545,128
Expenses from Continuing Operations												
Employee Benefits & On-Costs	17,950,000	18,551,939	19,042,227	19,578,209	20,089,842	20,634,966	21,240,544	21,794,750	22,385,234	23,014,122	23,614,439	24,254,053
Borrowing Costs	2,025,000	1,834,462	1,592,828	1,343,865	1,109,258	900,708	688,815	482,920	353,900	299,164	277,535	275,000
Materials & Contracts	16,760,000	16,553,202	15,966,373	16,693,622	16,786,563	17,209,638	17,643,521	18,408,504	18,544,855	19,012,880	19,492,880	19,913,702
Depreciation & Amortisation	21,915,000	21,912,950	21,912,950	22,011,558	22,110,609	22,210,105	22,310,050	22,410,445	22,511,292	22,612,593	22,714,349	22,816,564
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	6,787,000	5,737,663	6,233,841	6,389,687	6,549,430	6,713,165	6,880,995	7,053,020	7,229,346	7,410,080	7,595,333	7,785,217
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	65,437,000	64,590,216	64,748,219	66,016,941	66,645,702	67,668,582	68,763,925	70,149,639	71,024,627	72,348,839	73,694,536	75,044,536
Operating Result from Continuing Operations	2,980,000	(5,731,736)	(4,838,640)	(2,775,861)	228,306	3,137,574	6,274,979	9,434,422	13,479,136	14,750,886	16,097,249	17,500,592
Net Operating Result for the Year	2,980,000	(5,731,736)	(4,838,640)	(2,775,861)	228,306	3,137,574	6,274,979	9,434,422	13,479,136	14,750,886	16,097,249	17,500,592
Net Operating Result before Grants and Contributions provided for Capital Purposes	(12,819,000)	(11,812,286)	(9,151,023)	(7,196,054)	(4,302,395)	(1,506,391)	1,514,916	4,555,357	8,478,095	9,624,818	10,843,028	12,115,015

Greater Taree City Council

10 Year Financial Plan for the Years ending 30 June 2025

BALANCE SHEET - GENERAL FUND

Scenario: Scenario 3: 2015/16 Budget + six year SRV at 6%

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years					
							2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Investments	33,500,000	35,070,238	35,070,238	35,964,249	40,420,380	47,595,449	57,478,852	71,137,664	90,016,577	110,414,494	132,410,658	155,636,673
Receivables	5,101,000	4,243,346	4,296,526	4,528,080	4,793,469	5,089,687	5,418,065	5,784,900	6,201,650	6,483,615	6,782,404	7,093,041
Inventories	628,000	628,269	619,165	633,494	635,458	643,863	652,482	667,562	670,388	679,686	689,221	697,607
Other	104,000	99,262	99,391	103,325	104,476	107,103	109,796	113,972	115,391	118,295	121,273	124,011
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	43,769,000	43,041,116	42,905,331	44,229,148	48,953,781	56,436,101	66,659,196	80,704,097	100,004,005	120,696,089	143,003,556	166,551,332
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	535,000	453,255	477,880	514,460	554,066	596,949	643,393	693,708	748,226	774,099	800,922	828,732
Inventories	12,000	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081	11,081
Infrastructure, Property, Plant & Equipment	843,425,000	832,714,752	825,198,789	817,944,142	810,959,366	804,253,240	797,834,768	791,713,190	785,897,989	780,398,889	775,225,872	770,389,175
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	843,972,000	833,179,089	825,687,750	818,469,683	811,524,513	804,861,271	798,489,242	792,417,979	786,657,296	781,184,069	776,037,875	771,228,988
TOTAL ASSETS	887,741,000	876,220,205	868,593,081	862,698,831	860,478,295	861,297,372	865,148,439	873,122,077	886,661,301	901,880,158	919,041,431	937,780,320
LIABILITIES												
Current Liabilities												
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	18,032,000	15,640,648	16,125,482	15,899,771	16,271,955	16,963,782	16,650,079	15,696,590	15,870,527	15,864,935	16,277,401	16,831,562
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	22,284,000	18,466,293	14,751,975	11,396,247	8,089,018	4,568,182	1,921,934	851,799	146,968	-	-	-
Provisions	7,518,000	7,938,000	8,379,000	8,842,050	9,328,253	9,838,765	10,374,803	10,937,644	11,528,626	12,149,157	12,800,715	13,484,851
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	29,802,000	26,404,293	23,130,975	20,238,297	17,417,271	14,406,947	12,296,737	11,789,443	11,675,594	12,149,157	12,800,715	13,484,851
TOTAL LIABILITIES	47,834,000	42,044,941	39,256,457	36,138,068	33,689,226	31,370,729	28,946,817	27,486,033	27,546,121	28,014,092	29,078,116	30,316,413
Net Assets	839,907,000	834,175,264	829,336,624	826,560,763	826,789,069	829,926,643	836,201,622	845,636,044	859,115,180	873,866,066	889,963,315	907,463,907
EQUITY												
Retained Earnings	490,858,000	485,126,264	480,287,624	477,511,763	477,740,069	480,877,643	487,152,622	496,587,044	510,066,180	524,817,066	540,914,315	558,414,907
Revaluation Reserves	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000	349,049,000
Total Equity	839,907,000	834,175,264	829,336,624	826,560,763	826,789,069	829,926,643	836,201,622	845,636,044	859,115,180	873,866,066	889,963,315	907,463,907

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Scenario 3: 2015/16 Budget + six year SRV at 6%

	Actuals 2013/14 \$	Current Year 2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	Projected Years						2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Cash Flows from Operating Activities																		
Receipts:																		
Rates & Annual Charges	33,867,000	36,158,283	37,963,865	40,864,062	44,062,668	47,526,666	51,278,973	55,344,755	59,751,001	61,996,954	64,157,283	66,396,897						
User Charges & Fees	4,038,000	4,271,507	4,853,403	5,145,605	5,360,917	5,585,796	5,820,684	6,066,046	6,322,369	6,590,163	6,869,959	7,162,318						
Interest & Investment Revenue Received	1,493,000	1,286,492	1,373,376	1,351,489	1,331,772	1,333,050	1,332,625	1,317,307	1,272,707	1,284,324	1,258,506	1,218,482						
Grants & Contributions	27,175,000	17,055,579	14,537,013	14,429,426	14,601,759	14,779,374	14,958,605	15,133,808	15,348,830	15,549,449	15,775,187	15,988,652						
Bonds & Deposits Received	616,000	-	-	-	-	-	-	-	-	-	-	-						
Other	5,398,000	1,759,512	1,158,393	1,239,205	1,273,275	1,308,451	1,344,802	1,382,381	1,421,244	1,413,473	1,449,300	1,486,045						
Payments:																		
Employee Benefits & On-Costs	(17,761,000)	(18,285,953)	(18,732,691)	(19,606,731)	(19,739,842)	(20,284,966)	(20,865,544)	(21,419,750)	(22,010,234)	(22,639,122)	(23,239,439)	(23,879,053)						
Materials & Contracts	(20,025,000)	(17,227,930)	(15,946,007)	(16,572,110)	(16,747,223)	(17,126,506)	(17,558,279)	(18,279,309)	(18,497,022)	(18,920,982)	(19,398,649)	(19,826,411)						
Borrowing Costs	(1,909,000)	(1,834,661)	(1,607,181)	(1,357,834)	(1,121,878)	(913,146)	(702,056)	(492,872)	(357,925)	(301,815)	(278,088)	(275,000)						
Bonds & Deposits Refunded	(767,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-	-						
Other	(6,162,000)	(5,317,663)	(5,792,841)	(5,926,637)	(6,063,228)	(6,202,652)	(6,344,957)	(6,490,180)	(6,638,364)	(6,789,549)	(6,943,775)	(7,101,081)						
Net Cash provided (or used in) Operating Activities	25,963,000	17,765,168	17,757,329	19,516,476	22,908,219	25,956,068	29,264,853	32,562,188	36,612,606	38,182,896	39,650,284	41,170,849						
Cash Flows from Investing Activities																		
Receipts:																		
Sale of Investment Securities	11,500,000	-	-	-	-	-	-	-	-	-	-	-						
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Sale of Real Estate Assets	75,000	-	-	-	-	-	-	-	-	-	-	-						
Sale of Infrastructure, Property, Plant & Equipment	983,000	1,001,000	1,435,000	1,470,875	1,507,647	1,545,338	1,583,971	1,623,570	1,664,159	1,705,763	1,748,407	1,792,117						
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Deferred Debtors Receipts	2,000	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Investment Securities	(23,000,000)	(1,570,238)	-	(894,011)	(4,456,131)	(7,175,069)	(9,883,404)	(13,658,811)	(18,878,913)	(20,397,917)	(21,996,164)	(23,226,016)						
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Infrastructure, Property, Plant & Equipment	(27,527,000)	(14,686,684)	(15,555,857)	(16,199,032)	(16,604,007)	(17,019,108)	(17,444,584)	(17,880,698)	(18,327,718)	(18,785,911)	(19,255,560)	(19,736,950)						
Purchase of Real Estate Assets	(12,000)	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Net Cash provided (or used in) Investing Activities	(37,979,000)	(15,255,923)	(14,120,857)	(15,622,168)	(19,552,491)	(22,648,839)	(25,744,017)	(29,915,940)	(35,542,471)	(37,478,065)	(39,503,316)	(41,170,849)						
Cash Flows from Financing Activities																		
Receipts:																		
Proceeds from Borrowings & Advances	2,000,000	-	-	-	-	-	-	-	-	-	-	-						
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-						
Repayment of Borrowings & Advances	(3,532,000)	(3,945,245)	(3,816,462)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(146,968)	-						
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-						
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-						
Net Cash Flow provided (used in) Financing Activities	(1,532,000)	(3,945,245)	(3,816,462)	(3,714,318)	(3,355,728)	(3,307,229)	(3,520,836)	(2,646,248)	(1,070,135)	(704,831)	(146,968)	-						
Net Increase/(Decrease) in Cash & Cash Equivalents	(13,548,000)	(1,436,000)	(179,990)	179,990	0	0	0	0	(0)	-	(0)	(0)						
plus: Cash, Cash Equivalents & Investments - beginning of year	17,984,000	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000						
Cash & Cash Equivalents - end of the year	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000						
Cash & Cash Equivalents - end of the year	4,436,000	3,000,000	2,820,010	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000						
Investments - end of the year	33,500,000	35,070,238	35,070,238	35,964,249	40,420,380	47,595,449	57,478,852	71,137,664	90,016,577	110,414,494	132,410,658	155,636,673						
Cash, Cash Equivalents & Investments - end of the year	37,936,000	38,070,238	37,890,248	38,964,249	43,420,380	50,595,449	60,478,852	74,137,664	93,016,577	113,414,494	135,410,658	158,636,673						
Representing:																		
- External Restrictions	25,277,000	26,748,652	27,254,616	28,840,647	30,566,591	30,439,239	32,465,691	32,653,385	35,051,477	35,642,192	38,418,545	39,972,188						
- Internal Restrictions	7,944,000	8,053,256	9,819,654	11,315,967	13,133,529	14,952,369	16,772,520	18,274,015	20,096,887	21,921,172	23,746,903	25,513,301						
- Unrestricted	4,715,000	3,268,330	815,978	(1,192,365)	(279,740)	5,203,841	11,240,641	23,210,264	37,868,213	55,851,130	73,245,210	93,151,184						
Cash, Cash Equivalents & Investments - end of the year	37,936,000	38,070,238	37,890,248	38,964,249	43,420,380	50,595,449	60,478,852	74,137,664	93,016,577	113,414,494	135,410,658	158,636,673						

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS - GENERAL FUND

GENERAL FUND	Current Year	Projected Years									
by Income & Expenditure type	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Scenario: Scenario 3: 2015/16 Budget + six year SRV	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Income											
Rates - Ordinary	21,229,959	21,968,974	22,643,492	23,338,657	24,055,100	24,793,471	25,554,439	26,338,694	27,146,947	27,979,932	28,838,402
Rates - Special	1,345,520	1,386,259	1,428,232	1,471,476	1,516,029	1,561,931	1,609,223	1,657,947	1,708,146	1,759,865	1,813,150
Rates - Special Variation	4,755,900	4,899,976	6,660,337	8,620,499	10,799,011	13,216,984	15,897,668	18,866,018	19,437,243	20,025,764	20,632,104
Annual Charges	8,817,000	9,839,210	10,331,171	10,847,730	11,390,117	11,959,624	12,557,606	13,185,485	13,844,760	14,536,997	15,263,848
User Charges - Specific	2,522,853	2,943,754	3,090,941	3,245,489	3,407,763	3,578,153	3,757,063	3,944,916	4,142,162	4,349,271	4,566,735
Fees & Charges - Statutory & Regulatory	862,900	1,057,100	1,083,529	1,110,617	1,138,384	1,166,844	1,196,015	1,225,917	1,256,566	1,287,981	1,320,182
Fees & Charges - Other	853,700	970,650	1,004,626	1,039,787	1,076,179	1,113,844	1,152,827	1,193,176	1,234,939	1,278,161	1,322,896
Interest & Investment Revenues - o/s Rates & Annual Charges	160,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
Interest & Investment Revenues - Investments	1,140,298	1,217,798	1,203,798	1,200,698	1,216,298	1,230,298	1,234,598	1,216,598	1,220,898	1,203,898	1,170,098
Interest & Investment Revenues - Other	700	700	700	700	700	700	700	700	700	700	700
Other Revenues	890,288	1,160,177	1,189,182	1,218,911	1,249,384	1,280,620	1,312,635	1,345,451	1,379,089	1,413,566	1,448,906
Operating Grants - General Purpose (Untied)	8,369,742	8,285,864	8,306,727	8,328,111	8,350,030	8,372,497	8,395,526	8,419,130	8,443,324	8,468,123	8,493,542
Operating Grants - Specific Purpose	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions - General Purpose (Untied)	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions - Specific - Developer Contributions	-	-	-	-	-	-	-	-	-	-	-
Operating Contributions - Specific - Other Contributions	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of I,PP&E	1,829,070	1,696,734	1,708,152	1,750,632	1,793,196	1,833,875	1,866,696	1,938,690	1,988,883	2,063,306	2,118,988
Net Gains from Disposal of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Net Gains from Disposal of Investments	-	-	-	-	-	-	-	-	-	-	-
Gain on Share of Interest in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Employee Costs - Casual Wages	122,434	195,689	201,168	206,398	211,971	217,906	223,572	229,608	236,037	242,174	248,713
Employee Costs - Superannuation	1,913,742	1,990,838	2,046,581	2,099,792	2,156,486	2,216,867	2,274,506	2,335,917	2,401,323	2,463,757	2,530,278
Employee Costs - Workers Comp	874,192	906,729	932,118	956,353	982,174	1,009,675	1,035,927	1,063,897	1,093,686	1,122,122	1,152,419
Employee Costs - Other	1,939,329	1,957,543	2,012,355	2,064,675	2,120,421	2,179,792	2,236,467	2,296,853	2,361,166	2,422,556	2,487,965
Employee Costs - Capitalised	-	-	-	-	-	-	-	-	-	-	-
Borrowing Costs - Interest on Loans (External)	1,574,462	1,317,828	1,068,865	834,258	625,708	413,815	207,920	78,900	24,164	2,535	-
Borrowing Costs - Interest on Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Borrowing Costs - Other	260,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
Materials & Contracts - Raw Materials & Consumables	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts - Contracts	5,661,000	5,134,950	5,263,324	5,394,907	5,529,780	5,668,025	5,809,725	5,954,968	6,103,843	6,256,439	6,412,850
Materials & Contracts - Legal Expenses	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Materials & Contracts - Other	10,970,610	11,029,752	11,636,211	11,605,341	11,901,507	12,205,313	12,836,968	12,836,658	13,164,603	13,501,022	13,774,671
Materials & Contracts - Capitalised	-	-	-	-	-	-	-	-	-	-	-
Depreciation - IPP&E	21,912,950	21,912,950	22,011,558	22,110,609	22,210,105	22,310,050	22,410,445	22,511,292	22,612,593	22,714,349	22,816,564
Amortisation - Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Other Expenses - Utilities	1,276,225	1,491,885	1,529,182	1,567,412	1,606,597	1,646,762	1,687,931	1,730,129	1,773,382	1,817,717	1,863,160
Other Expenses - Statutory & Regulatory	-	-	-	-	-	-	-	-	-	-	-
Other Expenses - Other	3,375,791	3,640,509	3,731,522	3,824,810	3,920,430	4,018,441	4,118,902	4,221,875	4,327,422	4,435,608	4,546,499
Net Losses from Disposal of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Net Losses from Disposal of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Net Losses from Disposal of Assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Net Losses from Disposal of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Net Losses from Disposal of Investments	-	-	-	-	-	-	-	-	-	-	-
Loss on Share of Interest in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenditure	64,873,624	65,151,548	66,427,854	67,064,387	68,095,231	69,173,742	70,567,828	71,451,398	72,784,405	74,139,117	75,498,355
Operating Surplus/(Deficit)	(12,095,694)	(9,554,352)	(7,606,967)	(4,721,080)	(1,933,040)	1,105,099	4,137,168	8,051,324	9,189,252	10,398,447	11,661,196
Capital Income											
Capital Grants - Recurrent	4,100,000	2,371,483	2,430,770	2,491,539	2,553,827	2,617,673	2,683,115	2,750,193	2,818,948	2,889,422	2,961,658
Capital Grants - Non-recurrent	-	-	-	-	-	-	-	-	-	-	-
Capital Contributions - Recurrent - Developer Contributions	979,050	840,900	861,923	883,473	905,558	928,196	951,401	975,185	999,566	1,024,556	1,050,170
Capital Contributions - Non-recurrent - Developer Contributions	-	-	-	-	-	-	-	-	-	-	-
Capital Contributions - Recurrent - Other Contributions	1,000,000	1,080,000	1,107,000	1,134,676	1,163,042	1,192,118	1,221,921	1,252,469	1,283,780	1,315,875	1,348,772
Capital Contributions - Non-recurrent - Other Contributions	1,500	20,000	20,500	21,013	21,538	22,076	22,628	23,194	23,774	24,368	24,972
New Loans raised - External	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of I,PP&E	1,001,000	1,435,000	1,470,875	1,507,647	1,545,338	1,583,971	1,623,570	1,664,159	1,705,763	1,748,407	1,792,117
Proceeds from Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of assets "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Investments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Receipt	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Receipt	-	-	-	-	-	-	-	-	-	-	-
ELE Provision Receipt (from other Councils)	-	-	-	-	-	-	-	-	-	-	-
Other Borrowings - New raised	-	-	-	-	-	-	-	-	-	-	-

Greater Taree City Council
10 Year Financial Plan for the Years ending
30 June 2025

SUMMARY OF BUDGET OF ALL G/L ACCOUNTS -
GENERAL FUND

	Current Year	Projected Years									
Other Provisions - Receipt	-	-	-	-	-	-	-	-	-	-	-
Distributions from JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Depreciation (non-cash) contra Income	-	-	-	-	-	-	-	-	-	-	-
Non-cash ELE contra Income	-	-	-	-	-	-	-	-	-	-	-
Other non-cash Expenses contra Income	-	-	-	-	-	-	-	-	-	-	-
Total Capital Income	7,081,550	5,747,383	5,891,068	6,038,348	6,189,303	6,344,034	6,502,635	6,665,200	6,831,831	7,002,628	7,177,694
Capital Expenditure											
Loan Principal Repayments (External)	3,945,245	3,816,462	3,714,318	3,355,728	3,307,229	3,520,836	2,646,248	1,070,135	704,831	146,968	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Purchase of I,PP&E	11,780,232	15,501,987	15,889,536	16,286,774	16,693,943	17,111,291	17,539,073	17,977,552	18,426,991	18,887,667	19,359,860
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate	-	-	-	-	-	-	-	-	-	-	-
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits paid out	-	-	-	-	-	-	-	-	-	-	-
ELE Provisions utilised (paid out)	-	-	-	-	-	-	-	-	-	-	-
Reinstatement Provisions utilised (paid out)	-	-	-	-	-	-	-	-	-	-	-
Other Borrowings - Repayment	-	-	-	-	-	-	-	-	-	-	-
Other Provisions - Utilised (Paid out)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to JV's & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Non-cash Income contra Expense	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	15,725,477	19,318,449	19,603,854	19,642,502	20,001,172	20,632,127	20,185,321	19,047,687	19,131,822	19,034,635	19,359,860
Capital Surplus/(Deficit)	(8,643,927)	(13,571,066)	(13,712,786)	(13,604,154)	(13,811,869)	(14,288,093)	(13,682,686)	(12,382,487)	(12,299,991)	(12,032,007)	(12,182,166)
Transfer from Reserves (Income)											
Transfer from Reserves	2,910,160	1,603,536	3,977,024	3,706,939	5,758,103	3,810,545	6,184,298	3,878,004	5,918,988	3,976,875	1,603,536
Total Transfer from Reserves (Income)	2,910,160	1,603,536	3,977,024	3,706,939	5,758,103	3,810,545	6,184,298	3,878,004	5,918,988	3,976,875	1,603,536
Transfer to Reserves (Expenditure)											
Transfer to Reserves	4,491,068	3,875,898	7,059,368	7,250,445	7,449,591	7,657,148	7,873,487	8,098,968	8,333,988	8,578,959	4,923,577
Total Transfer to Reserves (Expenditure)	4,491,068	3,875,898	7,059,368	7,250,445	7,449,591	7,657,148	7,873,487	8,098,968	8,333,988	8,578,959	4,923,577
Net Reserve Surplus/(Deficit)	(1,580,908)	(2,272,362)	(3,082,344)	(3,543,506)	(1,691,488)	(3,846,603)	(1,689,189)	(4,220,964)	(2,415,000)	(4,602,084)	(3,320,041)
Internal Income											
Internal Loans - Interest Income (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - Principal Receipt (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - New Loan raised (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Employee On-cost Income (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Other Internal Income - Operating	7,506,007	8,155,350	8,359,235	8,568,215	8,782,418	9,001,979	9,227,029	9,457,706	9,694,149	9,936,503	10,184,915
Total Internal Income	7,506,007	8,155,350	8,359,235	8,568,215	8,782,418	9,001,979	9,227,029	9,457,706	9,694,149	9,936,503	10,184,915
Internal Expenditure											
Internal Loans - Interest Expense (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - Principal Repayment (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - New Loan provided (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Rates & Annual Charges paid on Council owned properties	-	-	-	-	-	-	-	-	-	-	-
Employee On-cost Expense (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Other Internal Expenditure - Operating	7,322,599	7,852,021	8,048,322	8,249,530	8,455,769	8,667,162	8,883,840	9,105,935	9,333,583	9,566,922	9,806,096
Internal Expenditure - Capitalised	423,470	330,000	338,250	346,706	355,374	364,258	373,364	382,698	392,265	402,072	412,124
Total Internal Expenditure	7,746,069	8,182,021	8,386,572	8,596,236	8,811,143	9,031,420	9,257,204	9,486,633	9,725,848	9,968,994	10,218,220
Internal Surplus/(Deficit)	(240,062)	(26,671)	(27,337)	(28,021)	(28,725)	(29,441)	(30,175)	(30,927)	(31,699)	(32,491)	(33,305)
Net Surplus/(Deficit)	(22,560,591)	(25,424,451)	(24,429,434)	(21,896,761)	(17,465,122)	(17,059,038)	(11,264,882)	(8,583,054)	(5,557,438)	(6,268,135)	(3,874,316)

Greater Taree City Council
10 Year Financial Plan for the Years ending 30 June 2025
KEY PERFORMANCE INDICATORS - GENERAL FUND
Scenario: Scenario 3: 2015/16 Budget + six year SRV at 6%

Scenario: Scenario 3: 2015/16 Budget + six year SRV at 6%			Current Year 2014/15	Projected Years									
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Council's Target Benchmarks				<div><div></div> Within green benchmark (green min and/or green max)</div>			<div><div></div> Within green benchmark</div>						
				<div><div></div> Within amber benchmark (amber min and/or amber max)</div>			<div><div></div> above green maximum and below amber maximum</div>						
							<div><div></div> below green minimum and above amber minimum</div>						
				<div><div></div> Not within benchmark (amber min and/or amber max)</div>			<div><div></div> above amber maximum</div>						
							<div><div></div> below amber minimum</div>						
New Note 13 Ratios													
Unrestricted Current Ratio	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	1.34	1.25	1.26	1.50	2.07	2.90	4.62	6.34	8.57	10.39	12.22	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage													
	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	6.74%	6.76%	6.78%	6.78%	6.78%	6.78%	6.78%	6.78%	6.77%	6.77%	6.77%	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)													
Debt Service Ratio													
	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	10.83%	9.53%	8.37%	6.92%	6.11%	5.75%	3.92%	1.48%	0.91%	0.18%	0.00%	
TCorp Ratios													
Unrestricted Current Ratio													
	Snapshot	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio	1.34	1.25	1.26	1.50	2.07	2.90	4.62	6.34	8.57	10.39	12.22	