

Bayside 2030

2022-2031 Long Term Financial Plan



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Τηλεφωνικές Υπηρεσίες Διερμηνέων

بخدمة الترجمة الهاتفية

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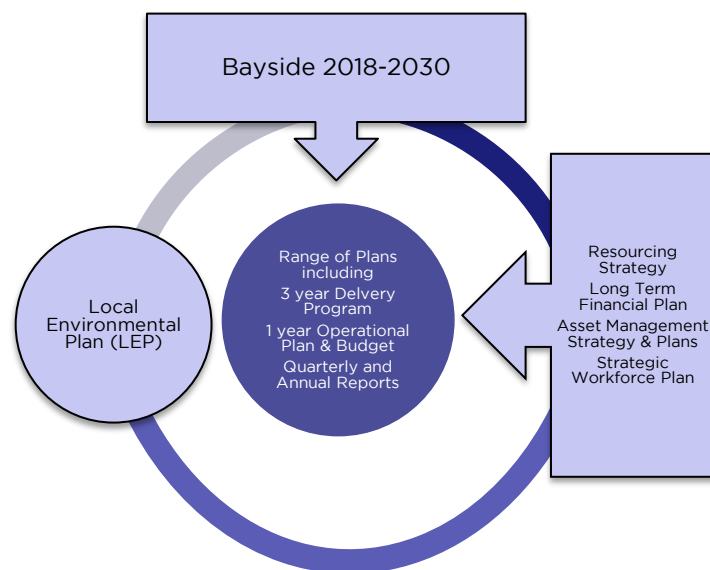
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Executive Summary

In planning for our City's future and the Council's contribution to the outcomes in the Community Strategic Plan, Council considers resourcing capability and future resourcing needs. Council has developed an overarching Resourcing Strategy which demonstrates how Council will be resourced for the next twelve years. The Resourcing Strategy supports the integration between our finance, workforce, assets and technology.

Key components of Council's resourcing capability are its assets, its financial position and outlook, existing and potential technologies and human resourcing. While we have separately documented how each of the key resourcing components will contribute to our resourcing, Council considers each component simultaneously in its overarching Resourcing Strategy as part of our long term planning.

The Integrated Planning and Reporting (IP&R) framework encourages and supports the review of each of Council's resourcing strategies aligned with the review of the Community Strategic Plan and at other times as required.



The Long Term Financial Plan can be read in conjunction with Council's suite of resourcing strategies. This suite includes:

- ▶ The Long Term Financial Plan
- ▶ The Strategic Workforce Plan
- ▶ The Asset Management Strategy

The Long Term Financial Plan is a decision-making and problem-solving tool. It is intended as a guide for future action. The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long term community aspirations and goals are tested against financial realities.

The strategies from the Long Term Financial Plan will guide the delivery of actions by Council to achieve the following outcomes of the Council Plan.

- ▶ Council needs to resolve the "Income Gap" that is reflected in all the scenarios included in the revised LTFP. This issue is not unique to Bayside Council and is the result of the continuous impact of the Rate Peg regime in NSW since 1977.
- ▶ While Council has been investing significantly in new assets since being formed in September 2016, these have mainly been funded by external sources, including developer contributions and grants and there is no funding source to provide for the increased maintenance, operating and future renewal of these assets.
- ▶ Bayside Council is forecast to continue to have a high level of high-density residential housing development over the LTFP period and this will increase pressure to upgrade and expand the existing asset base to provide services to its community.
- ▶ The former Rockdale City Council had existing Infrastructure Levies that provide a funding source for renewal of infrastructure assets, but these funds can only be expended in specific areas where levied.
- ▶ The former City of Botany Bay Council did not have the equivalent funding source that could be used to fund the required asset maintenance and future renewal.

Long Term Financial Sustainability

How do we Define Long Term Financial Sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery, and the renewal and replacement of assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- ▶ Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation,
- ▶ Council must **maintain sufficient cash reserves** to ensure that it can meet its short term working capital requirements,
- ▶ Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works,
- ▶ Council must **maintain its asset base**, by renewing ageing infrastructure which is identified, and by ensuring cash reserves are set aside for those works which are yet to be identified.
- ▶ Council must endeavour to ensure that intergenerational equity principles are maintained in its decision making.

It is important to note that while these principles represent financial sustainability, in the current environment, most council's will find it difficult to obtain this level of sustainability as the major ongoing challenge for all NSW councils is the need to provide adequate levels of for the maintenance and renewal of existing infrastructure.

This has been previously highlighted in several previous studies such as the 2006 Local Government and Shires Association's Independent Inquiry into the Financial Sustainability of NSW Local Government and more recently the 2013 report released by NSW Treasury Corporation (TCorp) in regard to financial sustainability of all NSW councils.

The TCorp review identified an infrastructure renewal backlog of \$7.2 billion across all NSW councils. These studies have identified the need for NSW councils to significantly increase funding for the renewal of

existing infrastructure. They have further identified that if funding is not increased in the immediate term, then the infrastructure renewal backlog will continue to increase at a level which may become too great to address without serious ramifications on service delivery.

The backlog in asset renewal is a direct result of councils in NSW not being able to cash fund depreciation. Depreciation represents the average loss of service potential for the asset over its economic life. Current asset renewal funding is based on the actual renewals program and this is often modified to fit within budgetary restraints. This means that as assets are consumed funds are not being put aside to replace the asset at the end of its useful life. This is not a result of poor management; councils simply cannot afford to fund depreciation without compromising existing levels of service. As rates are pegged to a basket of CPI indexes by IPART many councils struggle to keep up with their asset renewal requirements and other cost increases progressively erode the funding base.

Deferring asset renewals compounds the asset renewal problem, as the older assets get, the more they cost a council to maintain. This in part is being addressed through the implementation of Integrated Planning and Reporting, moving a council's focus away from simply maintaining assets to managing an assets life cycle. This framework allows councils to clearly demonstrate to the community the long-term financial ramifications of not renewing assets.

How is Long Term Financial Sustainability Measured?

A recent review undertaken by the Independent Pricing and Regulatory Tribunal (IPART) into the Revenue Framework for Local Government identified a number of key performance indicators which measure the financial performance and position of NSW councils. The indicators measure both recurrent operations and capital sustainability.

Council will review its Long Term Financial Plan against these indicators as part of assessing the long term financial health of the organisation and its capacity to fund the proposed Delivery Program.

Bayside NSW

Bayside Council is in Sydney's southern and south-eastern suburbs – between 7 and 12 kilometres south of the Sydney CBD. The local government area is highly urbanised and predominantly residential with sizeable industrial areas, parkland/reserves and small suburban commercial areas. Housing density is high to low.

Bayside includes the suburbs of Arncliffe, Banksia, Banksmeadow, Bardwell Park, Bardwell Valley, Bexley, Bexley North, Botany, Brighton Le Sands, Carlton (part), Daceyville, Dolls Point, Eastgardens, Eastlakes, Hillsdale, Kingsgrove (part), Kogarah (part), Kyeemagh, Mascot, Monterey, Pagewood, Ramsgate (part), Ramsgate Beach,

Rockdale, Rosebery (part), Sandringham, Sans Souci (part), Turrella and Wolli Creek.

The official population of Bayside Council area as of the 30 June 2020, was 181,472 (ABS ERP 2020). Population density as at 30 June 2020 was 36.35 persons per hectare (Profile ID). Bayside council is expecting that significant population growth due to the urban renewal being experienced in parts of Bayside will continue over the course of the long term financial period, with forecast population to be 212,836 (12.61% increase) by 2036 (Source: Profile ID Population Forecast)

Regulatory Environment

In September 2016, the Local Government Amendment (Governance and Planning) Act 2016 commenced, which legislated the approach that councils should now adopt in relation to their financial management.

Legislated principles of sound financial management

Section 8B of the Local Government Act 1993 states that the following principles of sound financial management apply to councils;

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services.

Socio-economics

When preparing the plan, many factors are taken into consideration noting that rates, annual charges and user fees and charges make up a significant portion of Council's total revenue so capacity to pay is one of those important factors.

Residential Properties

In the 2021/22 financial year there are 66,904 properties across Bayside rated as 'Residential'. These properties include single dwellings, social housing, and multi-unit dwellings.

Housing Tenure

In Bayside, 55% of households were purchasing or fully owned their home, 32.4% renting privately, and 4.2% in social housing in 2016.

The median monthly mortgage repayment across Bayside was \$1,936 which was \$186 more than the Greater Sydney area. 54.1% of renting households were paying \$450 or more per week in rent in 2016.

Household Incomes

According to the 2016 Census in the Bayside Council area, 22.0% of the local workers earned \$1,750 or more per week. Analysis of the individual income levels in Bayside Council area in 2016 compared to New South Wales shows that there was a higher proportion earning a high income (those earning \$1,750 per week or more) and a lower proportion of low income persons (those earning less than \$500 per week).

Overall, 22.0% of the local workers earned a high income, and 13.5% earned a low income, compared with 20.5% and 17.2% respectively for New South Wales.

Indexes

The Bayside Council area SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics.

It is a good place to start to get a general view of the relative level of disadvantage in one area compared to others and is used to advocate for an area based on its level of disadvantage. SEIFA Index of Disadvantage for the Bayside Council area in 2016 was 1002 which is slightly higher than the average 1000.0

Concessions

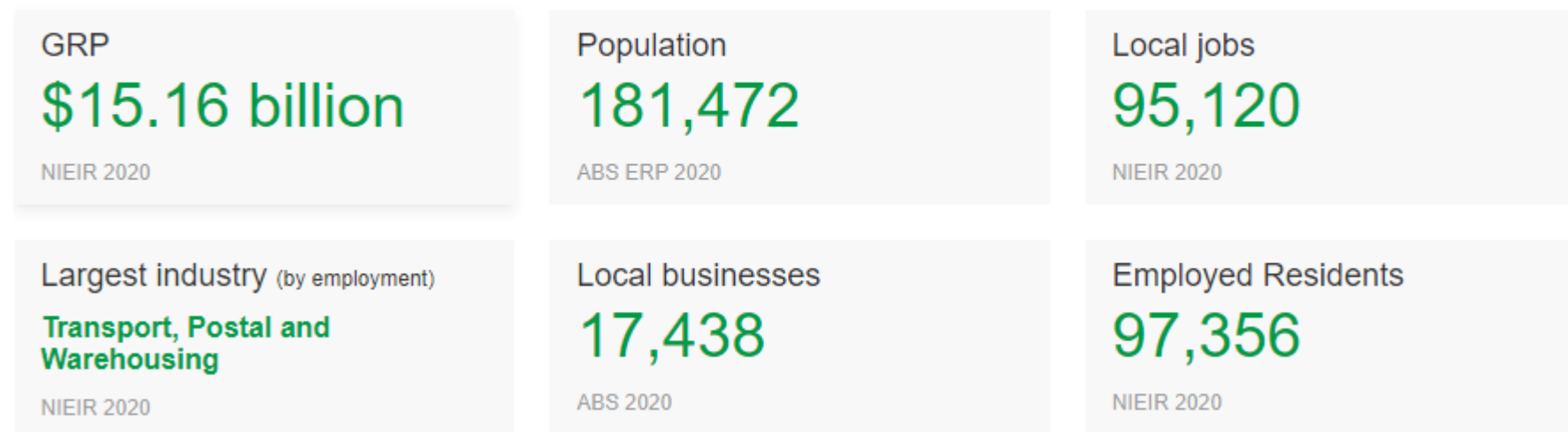
There are concessions available for rates and annual charges for eligible ratepayers who receive an aged or disability support pension under the provisions of the Local Government Act 1993.

Council recognises that from time to time certain ratepayers may have difficulty in paying their Council rates and charges. The Local Government Act allows Council to provide a range of assistance to these ratepayers in circumstances detailed in our Hardship Policy.

Economic Environment

The Bayside Council economy is part of a complex and diverse network of activities.

Key Statistics



Business Properties and Industry

There are 4,605 properties across Bayside which are rated as 'Business' and account for around 6 per cent of the Council's total rateable properties. The construction industry had the largest number of total registered businesses in the Bayside Council area, comprising 17% of all total registered businesses, compared to 16% in New South Wales (ABS).

Gross Regional Product

Bayside Council's Gross Regional Product (GRP) was \$15.16 billion in the 2019/20 financial year. This represents 2.42 per cent of the GRP of the state of NSW.

Workers

In the Bayside Council area, Transport, Postal and Warehousing is the largest employer, generating 27,427 local jobs in 2019/20.

Financial Objectives

In addition to the legislated principles of sound financial management, Bayside Council has five financial objectives that it applies to its financial planning, control and management.

Deliver operating surpluses

Ensure that each financial year the budget has a healthy before capital revenue operating surplus, combined with strong budget management and control, to help deliver an operating surplus for Council.

Fund existing service levels

Ensure existing service levels that Council currently provide continue to be fully funded when preparing budgets and making financial decisions.

Fund infrastructure renewals

The funding allocated to annual capital works programs is as per the Asset Management Program. This will ensure that Council meets the infrastructure renewals ratio benchmark each year.

Ensure financial stability

Council can guarantee its financial stability by maintaining a strong cash position, ensuring its ability to generate its own operating revenue and having sufficient assets to cover its liabilities.

Financial legacy

Ensure that every financial decision that is made, by both the Council and Council management, creates and safeguards the financial legacy of Bayside Council – a legacy of being prudent and responsible.

This is reflected in Council's commitment to maintain a conservative risk/return portfolio.

Future Revenue Assumptions

The base year figures that have been used for operating revenue are those contained within the 2021/22 budget.

In preparing the 2022 - 2031 Long Term Financial Plan, the following underpinning principles have been used:

- ▶ Budgets will aim to maintain assets to at least the same condition as they were at the start of each financial year,
- ▶ Management will continually look for ways to structurally realign resources and/or increase income opportunities without changes to service standards,
- ▶ Services and Infrastructure in any new areas will be provided when they are needed,
- ▶ Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision making.

Rates

The rate path freeze for Bayside Council encapsulated in the Local Government Amendment (Rates – Merged Council Areas) Act 2017 is ending on 30 June 2021. In response this council completed extensive community engagement around harmonisation options based on this feedback, Council lodged a Special Rates Variation “Minimum Rates” application to harmonise over a period of 4 years with the Independent Pricing And Regulatory Tribunal (IPART) NSW. This was subsequently approved by IPART in May 2021.

Also in May 2021 the Local Act Amendment Bill was passed by NSW Parliament and included an amendment that permitted “Rates Harmonisation” to be over a maximum period of eight (8) years. Given the change in legislation one of the LTFP scenario models this option. Bayside Council is the only 2016 amalgamated council that has decided to harmonise minimum rates over multiple years.

Council’s ability to align rating revenues with the increased cost of providing local government services has been restrained for a number of years by rate pegging (since 1977), a legislative instrument whereby the maximum increase in rating revenues is currently set by IPART. For

the rating year commencing 1st July 2022, IPART has determined that the rate pegging limit will be 2%. In achieving this requirement, rates for any land in Bayside Council will be calculated using the rate pegging limit of 2% for 2021/22 determined by IPART.

The number of properties subject to rating in 2021/22 is as follows:

Category	# of Properties	Average Rate p.a. excluding Special Rate Variations
Residential – minimum	39,516	\$725
Residential – ad valorem	27,388	\$1,197
Business – minimum	1,748	\$689
Business – ad valorem	2,857	\$7,216
Farmland – ad valorem	5	\$1,433
Total	71,514	

Special Rates

Special Rates include Special Local Area Rates, Community Safety Levies, Community Building Levies and Infrastructure Levies.

Special rates are levied on identified residential and business properties to cover the cost of any works, services, facilities or activities carried out and for the benefit of specific local areas.

User fees and charges

Council receives 6% of its annual operating revenue through user fees and charges, set under S610D of the Local Government Act 1993.

This revenue is received through fees and charges applied through areas of Council such as the Bexley Aquatic Centre, the various child care centres, commercial trade waste and the hire of community facilities such as Council’s sports fields and community halls. Some of these are set by statutory regulations and future increases are difficult to predict but have been assumed at the CPI index.

Annual Charges

Section 496 of the Act requires Council to levy a domestic waste management service charge on each residential parcel of land for which the service is available, regardless of whether or not the garbage and recycling collection service is used. This charge will be recovered via the domestic waste admin fee. Almost a quarter of Council's revenue is received through the levying of annual charges.

Section 502 of the Act then allows Council to levy users of the service an annual waste charge dependent upon the number of waste bins being utilised. As required under s504 of the Local Government Act 1993 the domestic waste management charges are calculated so not to exceed the reasonable cost to the council of providing those services. Therefore, the increases in these charges included in the plan are consistent with the increases applied to the operating expenditure incurred by the service.

It is important to note that until such time as the services provided to residents of the new Council are harmonised, the waste fees applicable to each residential parcel of land will vary.

There has been no increase assumed for the stormwater management annual charge. This charge is determined under clause 125AA of the Local Government (General) Regulation 2005 and has remained at the same level since its inception. Overall increases have been set at the CPI factor.

Operating grants and contributions

Bayside Council has demonstrated a moderate degree of reliance on external funding sources such as grants and contributions. There has been no inclusion of any additional grants or contributions in the plan with only those non-speculative, existing, and recurring grants and contributions being included with a very modest increase assumed across the period of the plan.

Capital grants and contributions

Council receives development contributions from property developers which are used to fund community facilities and infrastructure.

The contribution a developer pays for a major new development is capped by NSW legislation. The section 7.11 (formerly S94) contributions received, and the infrastructure to be funded that are contained within this plan, are consistent with Council's Section 7.11 Development Contributions Plan (2019).

Various grants are received by Council throughout financial years for capital projects. These grants are predominately for road construction and the number and value are determined by State or Federal Government programs. Due to the nature of their unpredictability, capital grants contained in the plan are minimal.

Gains from disposals of assets

Gains from the sale of Council's plant and fleet assets are included in the plan. These disposals are in accordance with Council's Plant Replacement Strategy

Future Expenditure Assumptions

The base year figures that have been used for operating expenditure in this plan are those contained within the forecasted 2020/21 budget.

Employee costs

Expenditure relating to the Council workforce accounts for over 40 per cent of total operating expenditure and is therefore one of the largest investments that Council makes on an annual basis.

The forecasted wage percentage increase is based on the Local Government Award 2020 and has been forecasted using historical averages. Council's superannuation expense is aligned to the payments required under the Superannuation Guarantee (Administration) Act 1992. The Act sees the percentage rate grow from 10% in 2021/22 to 12 per cent in 2025/26. This increase has been incorporated into the plan.

Materials and contracts

The Reserve Bank of Australia (RBA) has an inflation target of 2.5 per cent. On average the RBA has been achieving this over the last ten years and therefore this target has been used as an assumption for inflation through the plan.

Depreciation

Depreciation for Council's assets is a non-cash expense that reflects the utilisation of Council's assets and the degradation of their capacity to provide functionality over time.

Depreciation expense is an indicator used by the Office of Local Government to determine the level of asset renewals that councils should be undertaking. Bayside Council uses a straight line method of depreciation which is very commonly applied to local government infrastructure.

Other expenses

Increases in the range of levies imposed by the State Government are hard to predict. Levies such as the State Emergency Services Levy, Fire Brigade Levy and Sydney Regional Development Fund contribution have grown steadily of the past and have been forecast to continue. Continuing efforts from the Sustaining Our City Program in the area of water and energy conservation are having a positive impact on the consumption rates. However, the price per unit continues to rise and is proving reasonably unpredictable.

New and discontinued operations

There are no discontinued operations at this time.

Balance Sheet Projections

The base year figures that have been used for all balance sheet items including cash and investments are those included in the audited financial reports for the 2019/20 year.

Cash and investments

Council has a number of cash reserves both externally and internally restricted. The forecasted balances of cash and investments have been taken into account the planned transaction of various reserves such as plant replacement, domestic waste reserve, employee leave entitlements, ICT reserve, stormwater management, section 7.11 contributions reserve and others. Cash levels have been forecasted to ensure that adequate operational liquidity is maintained.

The balance of cash reserves which are considered funding sources in the budgeting process are based on the audited financial reports as of 30 June 2020 at \$437,377,000.

Inventories and other assets

The inventory that Council holds at its Works Depot, Aquatic Centre, and Community Nursery have remained stable over the past ten years. These levels have been forecasted to continue over the life of the plan.

Infrastructure, property, plant and equipment

Bayside Council has approximately \$1.45B worth of infrastructure, property plant and equipment. The financial management of these assets are guided by the 2018-30 Asset Management Plans and the

asset renewals and upgrades that have been identified in these plans have been funded in this plan. The asset base maintained by council has been subject to a program of revaluation cycles since the Council was proclaimed in September 2016 and improved asset data information will be used to inform future updates to Council's long term financial plan and strategic asset management.

Provisions

Council has made provisions for payment of employee leave entitlements which predominately consist of annual leave and long service leave. The balance of these provisions is governed by the Leave Policy and have been forecasted in line with its objectives. When determining the value of the provisions, factors such as wage and salary increases, cash rate forecasts, and factors affecting discounting rates have been taken into consideration.

Borrowings

Bayside Council currently has very low levels of external borrowing and is proposing to undertake borrowings from Treasury NSW for park upgrade project in 2021/22, 2022/23 and 2023/24. These proposed new borrowings are included in all scenarios. Council reviews its debt service ratio annually to ensure the level of debt is kept within the recommended levels for NSW Councils.

Sensitivity Analysis

Variations to assumptions applied in this plan may occur during the life of the plan and these variations could have a major or significant impact on the results of the financial modelling.

The plan contains a range of assumptions which are obtained from a various number of sources. Council has ensured that these sources are reputable and are the best known available source for that data.

A conservative approach has been taken in the development of the plan, to ensure that the chosen option is more likely to succeed and exposes Council to the least amount of risk. Conservative financial planning is used as a tool to keep pressure on operating budgets, with any surpluses that eventuate being allocated towards infrastructure asset maintenance or capital expenditure.

Cash rates

Cash rates are at historical lows which realistically means that leaving rates on hold or increasing them are the only anticipated scenarios in the future.

Increases in cash rates will have a positive impact on Council's investment portfolio, as investment returns are driven higher. An increasing cash rate also has a positive impact on Treasury Bond Yields. These yields are used for discounting Council's employee leave provisions, therefore increasing yields result in lower discounting rates and leave provisions.

Higher cash rates do result in higher borrowing costs for both owner occupiers and investors which could create a flow on effect in terms of development activity across the City.

Consumer price index

Consumer Price Index (CPI) assumptions are heavily used throughout the plan and is an assumption used on both expenditure and revenue which mitigates any substantial impact on the results of the financial modelling should there be any significant variance. However, historical inflation over the past ten years have shown insignificant fluctuations of the annual CPI figure with the average rate over that period being 1.90 per cent.

Employee Costs

Council has modelled employee costs at a flat 2% across all years in the scenarios developed, reflect expectation of low interest rates for the foreseeable future and the current positive state of the Australian economic conditions which has recently returned to above pre covid levels. Sensitivity has been completed on increases ranging from 2.5% for years commencing from year four of the forecast. Employee costs are a major element of the IPART Local Government Cost calculation, and any increase would be offset by an increase in the approved Rate Peg in future years.

Monitoring Financial Performance

The Primary Model adopted in this plan has been developed to ensure that it meets Council's five financial objectives, and the benchmarks and/or targets for an array of financial indicators which have either been internally or externally prescribed. There are a number of factors which affect the value and size of certain revenue, operating expenditure, and/or capital expenditure each financial year. However, the impact these variations have on the financial indicators are what should be measured.

Financial indicators

The Primary Model has been developed so that its implementation will meet a set of financial indicators:

- ▶ Balanced Budget
- ▶ Operating Performance Ratio
- ▶ Own Source Operating Revenue Ratio
- ▶ Unrestricted Cash
- ▶ Unrestricted Current Ratio
- ▶ Cash Expense Cover Ratio
- ▶ Debt Service Ratio

- ▶ Asset Maintenance Ratio
- ▶ Asset Renewal Ratio

Budget control

While annual budgets aim to meet the financial indicator benchmarks, this is not always achievable as decisions on the resolution of the Income Gap have not yet been determined. Consequently, budget control and monitoring are paramount for Council achieving the outcomes of this plan. Budgets are monitored internally on an on-going basis using Council's financial information systems. Monthly Financial Reports and Quarterly Budget Reviews are reported by Council and illustrate the progress against its adopted budgets.

Financial Assessment

Council's budget has faced significant pressures including:

- ▶ An increasing burden as a result of cost shifting from other levels of government,
- ▶ Increases in the cost of procuring goods and services have been consistently higher than rate pegging increases as determined by IPART; and
- ▶ Greater competition between councils in the allocation of external funding such as Financial Assistance Grants.

The biggest single financial issue facing Council is the need to repair and replace ageing assets, while providing new assets to meet the needs and expectations of the community. Council has invested

significantly in new and upgraded assets, funded by developer contributions and grants since its formation in September 2016, however these are not able to be used to fund maintenance, operation costs or the renewal to these assets.

All the current scenarios reflect Council's significant long term financial sustainability challenges as follows:

- ▶ **Operating results** before capital revenue in all modelled scenarios is negative
- ▶ **Cash** remains strong, cash balances are utilised to service capital requirements.

- ▶ Council has a longstanding commitment to adopting balanced budgets. A **balanced budget** is reflected in the Base and Improvement Program scenarios. However, the Alternate Rates Harmonisation scenario results in a deficit cash budget result.
- ▶ Council does not meet the requirements of the infrastructure asset maintenance ratio in the Base and Alternate Rates Harmonisation scenarios. While there is a significant improvement in the

Improvement Program scenario it does not meet the ratio in most years.

- ▶ The **debt service ratio** represents the percentage of Council's total operating revenue that is attributable to net debt servicing costs. The debt service ratio results remain strong and enables council to undertake the new borrowings indicated in the plan.

Financial Projection Scenarios

Council's LTFP contains long term projections based on specific assumptions. As it is difficult to accurately predict all future trends, alternative scenarios have been modelled to help provide an indication of Council's future financial position under a variety of circumstances. These alternative scenarios are summarised below:

All scenarios use the 2021/22 budget as the base, the same global assumptions and forecast capital works program. It is important to note that the operating result before capital revenue is negative in the 2021/22 budget and there has been no council decision to provide a solution to identified funding gap that this result is continue over all years in all scenarios.

Scenario One - Base Case

This scenario includes Rates Harmonisation Path over 4 years in accordance with IPART approval. This model also includes the improvement program reflected in the 2021/22 Budget where \$1.6m improvement initiatives were identified, transferred to internal reserve, and use to funding additional infrastructure maintenance over the LTFP period. It is important to note that due to new and improved assets coming online early in the LTFP period that this improvement initiative is consumed in additional maintenance and operational cost.

Scenario Two - Improvement Program

The same basis as for Scenario 1 and includes forecast improvements to operating revenue (user charges) and operating expenditure over years 2 and 3 of the LTFP where at the end of year 3 the net result is

an overall improvement of \$3.5m per annum. In this scenario the improvement is allocated to asset maintenance expenditure and results in a significant improvement in this key performance indicator.

Scenario Three - Alternate Rate Harmonisation

The same basis as for Scenario 1 except for the harmonisation of minimum rates over an eight-year time frame. Due to the impact on rates growth this results in operating deficits before capital revenue increasing over the LTFP. In this scenario there are also negative cash budget results over the LTFP period and at the end of the plan unrestricted cash is negative.

For Council to achieve financial sustainability, all four financial sustainable principles must be met.

- ▶ Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation,
- ▶ Council must **maintain sufficient cash reserves** to ensure that it can meet its short term working capital requirements,
- ▶ Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works,
- ▶ Council must **maintain its asset base**, by renewing ageing infrastructure, which is identified, and by ensuring cash reserves are set asides for those works which are yet to be identified.

Assumptions

Item	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Rates and Annual Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Fees & Charges	2.16%	2.15%	2.14%	2.17%	2.43%	2.54%	2.40%	2.40%	2.40%
Other Revenues	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%
Interest on Investments	0.63%	0.63%	0.67%	0.70%	0.78%	0.82%	0.87%	0.93%	0.95%
Grants	2.10%	2.10%	2.10%	2.30%	2.55%	2.80%	3.00%	3.00%	3.00%
Employee Costs	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts	2.00%	2.00%	0.63%	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses	1.40%	1.40%	1.68%	1.95%	2.50%	2.50%	2.50%	2.50%	2.50%
Borrowing Costs New	1.25%	1.25%	1.25%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
CPI Reference Rate	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
NB: 2021/22 is as included in the budget									

Capital Works Program

It is assumed that the capital works program is the same for all scenarios.

Capital Works Program	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Renewal of Assets										
Non-Infrastructure Assets	7,401	5,489	6,636	6,550	5,166	4,691	4,845	4,966	5,085	5,196
Buildings	4,828	5,976	1,852	4,872	4,994	5,119	4,580	5,378	5,513	5,651
Other Structures	0	1,914	750	68	71	72	740	76	78	79
Roads	3,459	4,360	4,480	4,820	4,941	5,065	5,191	5,321	5,454	5,590
Bridges	0	50	50	376	385	395	405	415	425	436
Footpaths	2,590	5,298	5,300	2,739	2,807	2,877	2,949	3,023	3,098	3,176
Stormwater Drainage	795	770	800	1,653	1,694	1,736	1,780	1,824	1,870	1,917
Swimming pools & other open spaces	9,248	1,980	8,270	6,318	6,493	6,674	6,860	7,050	7,247	7,448
Total Renewals of Assets	28,321	25,837	28,138	27,396	26,551	26,629	27,350	28,053	28,770	29,493
New Assets										
Non-Infrastructure Assets	1,481	4,480	3,160	14,986	22,557	25,514	25,847	27,435	29,816	25,283
Buildings	2,725	4,503	3,763	3,761	2,961	2,696	2,441	2,402	2,496	1,460
Other Structures	283	2,009	1,056	155	75	45	17	6	12	0
Roads	6,482	250	175	1,576	520	134	200	200	200	200
Bridges	675	0	0	20	100	100	100	100	100	100
Footpaths	5,780	4,395	2,477	2,945	2,584	2,485	2,390	2,400	2,481	2,056
Bulk Earthworks (non-depreciable)	0	0	0	118	100	100	100	100	100	100
Stormwater Drainage	4,515	532	403	2,339	1,897	1,756	1,620	1,603	1,666	1,147
Swimming pools & other open spaces	12,137	17,923	18,119	3,627	3,138	2,996	2,862	2,869	2,961	2,367
Total Renewals of Assets	34,078	34,091	29,153	29,527	33,932	35,826	35,577	37,115	39,832	32,713
Total Capital Works Program	62,399	59,928	57,291	56,923	60,483	62,455	62,927	65,168	68,602	62,206

Scenario 1 – Base Case

Base Case Income Statement

Bayside Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - GENERAL FUND Scenario: Base Case											
	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	127,094	129,693	133,544	137,570	141,668	145,815	150,009	154,321	158,755	163,315	168,004
User Charges & Fees	12,077	11,635	11,023	11,260	11,501	11,750	12,036	12,342	12,638	12,941	13,251
Other Revenues	14,978	15,547	15,853	16,186	16,525	16,873	17,227	17,589	17,958	18,335	18,720
Grants & Contributions provided for Operating Purposes	11,445	10,678	10,232	9,227	9,421	9,640	9,886	10,160	10,465	10,779	11,102
Grants & Contributions provided for Capital Purposes	13,551	19,503	14,832	14,766	13,152	15,732	18,814	18,898	20,485	19,075	19,167
Interest & Investment Revenue	4,154	2,420	2,432	2,445	2,463	2,488	2,516	2,546	2,578	2,614	2,651
Other Income:											
Net Gains from the Disposal of Assets	28	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	183,328	189,476	187,915	191,454	194,731	202,298	210,487	215,856	222,879	227,058	232,896
Expenses from Continuing Operations											
Employee Benefits & On-Costs	71,985	77,686	79,281	80,866	82,484	84,133	85,816	87,532	89,283	91,069	92,890
Borrowing Costs	124	101	127	128	107	87	73	61	49	36	24
Materials & Contracts	52,607	48,225	48,929	49,872	51,046	50,811	52,082	53,384	55,670	56,086	57,488
Depreciation & Amortisation	25,740	27,850	29,050	30,350	31,950	33,250	34,550	35,800	37,550	38,550	39,750
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	23,109	24,189	24,962	25,344	25,768	26,270	26,927	27,600	28,290	28,998	29,723
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	173,566	178,052	182,349	186,560	191,355	194,553	199,448	204,377	210,842	214,739	219,875
Operating Result from Continuing Operations	9,762	11,424	5,566	4,894	3,376	7,745	11,039	11,478	12,036	12,319	13,021
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,762	11,424	5,566	4,894	3,376	7,745	11,039	11,478	12,036	12,319	13,021
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,789)	(8,078)	(9,265)	(9,872)	(9,776)	(7,987)	(7,774)	(7,420)	(8,449)	(6,756)	(6,146)

Base Cash Flow Statement

Bayside Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - GENERAL FUND Scenario: Base Case											
	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	127,311	129,545	133,324	137,340	141,434	145,578	149,769	154,075	158,502	163,055	167,736
User Charges & Fees	13,220	11,746	11,176	11,200	11,441	11,688	11,965	12,265	12,564	12,865	13,173
Investment & Interest Revenue Received	3,250	2,478	2,467	2,482	2,506	2,520	2,536	2,562	2,591	2,636	2,639
Grants & Contributions	22,440	30,806	24,644	23,905	22,457	25,601	28,972	29,088	31,105	29,764	30,303
Other	15,402	15,480	15,921	16,192	16,536	16,830	17,177	17,575	17,926	18,340	18,706
Payments:											
Employee Benefits & On-Costs	(71,966)	(77,559)	(79,207)	(80,832)	(82,449)	(84,098)	(85,780)	(87,495)	(89,245)	(91,030)	(92,851)
Materials & Contracts	(51,822)	(48,366)	(48,862)	(49,813)	(50,975)	(50,798)	(51,995)	(53,295)	(55,538)	(56,035)	(57,393)
Borrowing Costs	(122)	(100)	(124)	(128)	(108)	(88)	(74)	(62)	(49)	(37)	(25)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(23,093)	(24,061)	(24,812)	(25,209)	(25,619)	(26,176)	(26,756)	(27,425)	(28,070)	(28,856)	(29,535)
Net Cash provided (or used in) Operating Activities	34,621	39,767	34,527	35,138	35,222	41,056	45,815	47,288	49,785	50,702	52,754
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	20,000	20,000	15,000	15,000	20,000	15,000	15,000	10,000	10,000	15,000	10,000
Sale of Infrastructure, Property, Plant & Equipment	2,488	1,765	4,700	4,800	4,900	4,900	4,800	4,700	4,800	4,900	4,700
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(53,647)	(62,399)	(59,928)	(57,291)	(56,923)	(60,483)	(62,455)	(62,927)	(65,168)	(68,602)	(62,206)
Net Cash provided (or used in) Investing Activities	(31,160)	(40,634)	(40,228)	(37,491)	(32,023)	(40,583)	(42,655)	(48,227)	(50,368)	(48,702)	(47,506)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	1,500	6,450	1,700	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(719)	(862)	(1,246)	(1,265)	(1,189)	(1,064)	(955)	(967)	(979)	(992)	(1,004)
Net Cash Flow provided (used in) Financing Activities	(719)	638	5,204	435	(1,189)	(1,064)	(955)	(967)	(979)	(992)	(1,004)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,742	(229)	(498)	(1,918)	2,010	(591)	2,204	(1,906)	(1,562)	1,008	4,244
plus: Cash & Cash Equivalents - beginning of year	43,220	45,962	45,733	45,236	43,318	45,328	44,737	46,941	45,035	43,473	44,481
Cash & Cash Equivalents - end of the year	45,962	45,733	45,236	43,318	45,328	44,737	46,941	45,035	43,473	44,481	48,725
Cash & Cash Equivalents - end of the year	45,962	45,733	45,236	43,318	45,328	44,737	46,941	45,035	43,473	44,481	48,725
Investments - end of the year	374,157	354,157	339,157	324,157	304,157	289,157	274,157	264,157	254,157	239,157	229,157
Cash, Cash Equivalents & Investments - end of the year	420,119	399,890	384,393	367,475	349,485	333,894	321,098	309,192	297,630	283,638	277,882

Base Case Balance Sheet

Bayside Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Current Year 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					
						2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Inventories	191	175	177	181	185	184	189	194	202	203	209
Other	567	542	553	563	575	577	592	606	629	637	653
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	785,048	401,709	386,731	370,692	353,776	339,190	327,458	316,339	305,631	292,582	287,671
Non-Current Assets											
Investments	15,071	14,265	13,661	13,057	12,251	11,647	11,043	10,640	10,237	9,633	9,230
Infrastructure, Property, Plant & Equipment	1,478,350	1,511,134	1,537,312	1,559,453	1,579,526	1,601,859	1,624,964	1,647,391	1,670,209	1,695,361	1,713,117
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592
Right of use assets	42	42	42	42	42	42	42	42	42	42	42
Investments Accounted for using the equity method	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,500,058	1,532,036	1,557,610	1,579,147	1,598,415	1,620,143	1,642,644	1,664,668	1,687,084	1,711,631	1,728,985
TOTAL ASSETS	2,285,105	1,933,745	1,944,341	1,949,839	1,952,190	1,959,333	1,970,102	1,981,007	1,992,715	2,004,213	2,016,655
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	29,312	29,409	29,751	30,028	30,335	30,515	30,865	31,222	31,682	31,964	32,347
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,519	3,042	2,526	2,418	2,275	2,557	2,893	2,929	3,119	3,009	3,051
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	756	790	1,145	1,189	1,064	955	967	979	992	1,004	896
Provisions	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	55,804	56,458	56,639	56,852	56,892	57,245	57,941	58,347	59,010	59,193	59,511
Non-Current Liabilities											
Lease liabilities	42	42	42	42	42	42	42	42	42	42	42
Borrowings	1,410	2,014	6,863	7,254	6,189	5,234	4,267	3,288	2,296	1,292	396
Provisions	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558
Total Non-Current Liabilities	6,010	6,614	11,463	11,854	10,789	9,834	8,867	7,888	6,896	5,892	4,996
TOTAL LIABILITIES	61,814	63,072	68,102	68,706	67,681	67,079	66,808	66,235	65,906	65,085	64,507
Net Assets	2,223,292	1,870,673	1,876,240	1,881,133	1,884,509	1,892,254	1,903,294	1,914,772	1,926,808	1,939,127	1,952,148
EQUITY											
Retained Earnings	1,773,451	1,784,875	1,790,442	1,795,335	1,798,711	1,806,456	1,817,496	1,828,974	1,841,010	1,853,329	1,866,350
Revaluation Reserves	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,859,249	1,870,673	1,876,240	1,881,133	1,884,509	1,892,254	1,903,294	1,914,772	1,926,808	1,939,127	1,952,148
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,859,249	1,870,673	1,876,240	1,881,133	1,884,509	1,892,254	1,903,294	1,914,772	1,926,808	1,939,127	1,952,148

Base Case Key Performance Indicators

Performance Indicators			2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31										
Operating Performance																							
Balance Budget (Cash)	>=\$0	<div></div>	\$82,000	<div></div>	\$40,913	<div></div>	\$48,783	<div></div>	\$49,042	<div></div>	\$49,524	<div></div>	\$49,000	<div></div>	\$49,065	<div></div>	\$49,080	<div></div>	\$49,468	<div></div>	\$49,682	<div></div>	\$49,765
Operating Performance Ratio	>0%	<div></div>	-2.25%	<div></div>	-4.75%	<div></div>	-5.35%	<div></div>	-5.59%	<div></div>	-5.38%	<div></div>	-4.28%	<div></div>	-4.06%	<div></div>	-3.77%	<div></div>	-4.17%	<div></div>	-3.25%	<div></div>	-2.88%
Own Source Operating Revenue	>60%	<div></div>	86%	<div></div>	84%	<div></div>	87%	<div></div>	87%	<div></div>	88%	<div></div>	87%	<div></div>	86%	<div></div>	87%	<div></div>	86%	<div></div>	87%	<div></div>	87%
Operational Liquidity																							
Unrestricted Cash	>=&750k	<div></div>	\$897,000	<div></div>	\$937,913	<div></div>	\$986,696	<div></div>	\$1,035,738	<div></div>	\$1,085,262	<div></div>	\$1,134,262	<div></div>	\$1,183,327	<div></div>	\$1,232,407	<div></div>	\$1,281,875	<div></div>	\$1,331,557	<div></div>	\$1,381,322
Unrestricted Current Ratio	>=1.5	<div></div>	2.00	<div></div>	2.51	<div></div>	2.34	<div></div>	2.29	<div></div>	2.20	<div></div>	2.21	<div></div>	2.22	<div></div>	2.30	<div></div>	2.35	<div></div>	2.48	<div></div>	2.67
Debt Service Coverage Ratio	>2	<div></div>	26.17	<div></div>	20.57	<div></div>	14.40	<div></div>	14.69	<div></div>	17.07	<div></div>	21.87	<div></div>	25.96	<div></div>	27.50	<div></div>	28.19	<div></div>	30.78	<div></div>	32.49
Asset Sustainability Ratio																							
Asset Maintenance Ratio	90% to 100%	<div></div>	80%	<div></div>	80%	<div></div>	86%	<div></div>	86%	<div></div>	86%	<div></div>	86%	<div></div>	86%	<div></div>	86%	<div></div>	86%	<div></div>	86%	<div></div>	85%
Asset Renewal Ratio	>=1	<div></div>	110%	<div></div>	91%	<div></div>	87%	<div></div>	85%	<div></div>	77%	<div></div>	76%	<div></div>	74%	<div></div>	73%	<div></div>	71%	<div></div>	70%	<div></div>	70%

Scenario 2 – Improvement Program

Improvement Program Income Statement

Bayside Council											
10 Year Financial Plan for the Years ending 30 June 2031											
INCOME STATEMENT - GENERAL FUND											
Scenario: Improvement Program											
	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	127,094	129,693	133,544	137,570	141,668	145,815	150,009	154,321	158,755	163,315	168,004
User Charges & Fees	12,077	11,635	11,723	12,610	12,851	13,100	13,386	13,692	13,988	14,291	14,601
Other Revenues	14,978	15,547	15,853	16,186	16,525	16,873	17,227	17,589	17,958	18,335	18,720
Grants & Contributions provided for Operating Purposes	11,445	10,678	10,232	9,227	9,421	9,640	9,886	10,160	10,465	10,779	11,102
Grants & Contributions provided for Capital Purposes	13,551	19,503	14,832	14,766	13,152	15,732	18,814	18,898	20,485	19,075	19,167
Interest & Investment Revenue	4,154	2,420	2,432	2,445	2,463	2,488	2,516	2,546	2,578	2,614	2,651
Other Income:											
Net Gains from the Disposal of Assets	28	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	183,328	189,476	188,615	192,804	196,081	203,648	211,837	217,206	224,229	228,408	234,246
Expenses from Continuing Operations											
Employee Benefits & On-Costs	71,985	77,686	78,131	78,716	80,334	81,983	83,666	85,382	87,133	88,919	90,740
Borrowing Costs	124	101	127	128	107	87	73	61	49	36	24
Materials & Contracts	52,607	48,225	50,779	53,372	54,546	54,311	55,582	56,884	59,170	59,586	60,988
Depreciation & Amortisation	25,740	27,850	29,050	30,350	31,950	33,250	34,550	35,800	37,550	38,550	39,750
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	23,109	24,189	24,962	25,344	25,768	26,270	26,927	27,600	28,290	28,998	29,723
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	173,566	178,052	183,049	187,910	192,705	195,903	200,798	205,727	212,192	216,089	221,225
Operating Result from Continuing Operations	9,762	11,424	5,566	4,894	3,376	7,745	11,039	11,478	12,036	12,319	13,021
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,762	11,424	5,566	4,894	3,376	7,745	11,039	11,478	12,036	12,319	13,021
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,789)	(8,078)	(9,265)	(9,872)	(9,776)	(7,987)	(7,774)	(7,420)	(8,449)	(6,756)	(6,146)

Improvement Program Cash Flow Statement

Bayside Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - GENERAL FUND Scenario: Improvement Program											
	Current Year 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					
						2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(23,093)	(24,061)	(24,781)	(25,180)	(25,619)	(26,176)	(26,756)	(27,425)	(28,070)	(28,856)	(29,535)
Net Cash provided (or used in) Operating Activities	34,621	39,767	34,427	35,044	35,222	41,056	45,815	47,288	49,785	50,702	52,754
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	20,000	20,000	15,000	15,000	20,000	15,000	15,000	10,000	10,000	15,000	10,000
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,488	1,765	4,700	4,800	4,900	4,900	4,800	4,700	4,800	4,900	4,700
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(53,647)	(62,399)	(59,928)	(57,291)	(56,923)	(60,483)	(62,455)	(62,927)	(65,168)	(68,602)	(62,206)
Net Cash provided (or used in) Investing Activities	(31,160)	(40,634)	(40,228)	(37,491)	(32,023)	(40,583)	(42,655)	(48,227)	(50,368)	(48,702)	(47,506)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	1,500	6,450	1,700	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(719)	(862)	(1,246)	(1,265)	(1,189)	(1,064)	(955)	(967)	(979)	(992)	(1,004)
Net Cash Flow provided (used in) Financing Activities	(719)	638	5,204	435	(1,189)	(1,064)	(955)	(967)	(979)	(992)	(1,004)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,742	(229)	(598)	(2,012)	2,011	(591)	2,204	(1,906)	(1,562)	1,008	4,244
plus: Cash & Cash Equivalents - beginning of year	43,220	45,962	45,733	45,135	43,123	45,134	44,543	46,747	44,841	43,279	44,287
Cash & Cash Equivalents - end of the year	45,962	45,733	45,135	43,123	45,134	44,543	46,747	44,841	43,279	44,287	48,531
Cash & Cash Equivalents - end of the year	45,962	45,733	45,135	43,123	45,134	44,543	46,747	44,841	43,279	44,287	48,531
Investments - end of the year	374,157	354,157	339,157	324,157	304,157	289,157	274,157	264,157	254,157	239,157	229,157
Cash, Cash Equivalents & Investments - end of the year	420,119	399,890	384,292	367,280	349,291	333,700	320,904	308,998	297,436	283,444	277,688

Improvement Program Balance Sheet

Bayside Council 10 Year Financial Plan for the Years ending 30 June 2031 BALANCE SHEET - GENERAL FUND Scenario: Improvement Program											
	Current Year 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					
						2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	45,962	45,733	45,135	43,123	45,134	44,543	46,747	44,841	43,279	44,287	48,531
Investments	359,088	339,892	325,498	311,100	291,908	277,510	263,114	253,517	243,920	229,524	219,927
Receivables	15,199	15,368	15,453	15,885	16,138	16,535	16,978	17,340	17,782	18,090	18,511
Inventories	191	175	184	194	198	197	202	208	215	218	221
Other	587	542	587	590	601	603	618	633	655	683	679
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	421,005	401,709	388,835	370,891	353,975	339,389	327,657	316,538	305,830	292,780	287,870
Non-Current Assets											
Investments	15,071	14,265	13,661	13,057	12,251	11,647	11,043	10,640	10,237	9,633	9,230
Infrastructure, Property, Plant & Equipment	1,478,350	1,511,134	1,537,312	1,559,453	1,579,526	1,601,859	1,624,984	1,647,391	1,670,209	1,695,361	1,713,117
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592
Right of use assets	42	42	42	42	42	42	42	42	42	42	42
Investments Accounted for using the equity method	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,500,058	1,532,036	1,557,610	1,579,147	1,598,415	1,620,143	1,642,644	1,664,668	1,687,084	1,711,631	1,728,985
TOTAL ASSETS	1,921,063	1,933,745	1,944,445	1,950,038	1,952,389	1,959,532	1,970,301	1,981,206	1,992,914	2,004,412	2,016,854
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	29,312	29,409	29,855	30,227	30,534	30,714	31,064	31,421	31,881	32,182	32,546
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,519	3,042	2,526	2,418	2,275	2,557	2,893	2,929	3,119	3,009	3,051
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	766	790	1,145	1,189	1,084	955	967	979	992	1,004	896
Provisions	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	55,804	58,458	58,743	57,051	57,091	57,444	58,140	58,546	59,209	59,392	59,710
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	42	42	42	42	42	42	42	42	42	42	42
Borrowings	1,410	2,014	6,863	7,254	6,189	5,234	4,267	3,288	2,296	1,292	396
Provisions	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	6,010	6,614	11,463	11,854	10,789	9,834	8,867	7,888	6,896	5,892	4,996
TOTAL LIABILITIES	61,814	65,072	70,206	68,905	67,880	67,278	67,007	66,434	66,105	65,284	64,706
Net Assets	1,859,249	1,870,673	1,876,240	1,881,133	1,884,509	1,892,254	1,903,294	1,914,772	1,926,808	1,939,127	1,952,148
EQUITY											
Retained Earnings	1,773,451	1,784,875	1,790,442	1,795,335	1,798,711	1,806,456	1,817,496	1,828,974	1,841,010	1,853,329	1,866,350
Revaluation Reserves	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,859,249	1,870,673	1,876,240	1,881,133	1,884,509	1,892,254	1,903,294	1,914,772	1,926,808	1,939,127	1,952,148
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,859,249	1,870,673	1,876,240	1,881,133	1,884,509	1,892,254	1,903,294	1,914,772	1,926,808	1,939,127	1,952,148

Improvement Program Key Performance Indicators

Performance Indicators			2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31										
Operating Performance																							
Balance Budget (Cash)	>=\$0	<div></div>	\$82,000	<div></div>	\$40,913	<div></div>	\$48,783	<div></div>	\$49,042	<div></div>	\$49,524	<div></div>	\$49,000	<div></div>	\$49,065	<div></div>	\$49,080	<div></div>	\$49,468	<div></div>	\$49,682	<div></div>	\$49,765
Operating Performance Ratio	>0%	<div></div>	-2.25%	<div></div>	-4.75%	<div></div>	-5.33%	<div></div>	-5.55%	<div></div>	-5.34%	<div></div>	-4.25%	<div></div>	-4.03%	<div></div>	-3.74%	<div></div>	-4.15%	<div></div>	-3.23%	<div></div>	-2.86%
Own Source Operating Revenue	>60%	<div></div>	86%	<div></div>	84%	<div></div>	87%	<div></div>	88%	<div></div>	88%	<div></div>	88%	<div></div>	86%	<div></div>	87%	<div></div>	86%	<div></div>	87%	<div></div>	87%
Operational Liquidity																							
Unrestricted Cash	>=&750k	<div></div>	\$897,000	<div></div>	\$937,913	<div></div>	\$986,696	<div></div>	\$1,035,738	<div></div>	\$1,085,262	<div></div>	\$1,134,262	<div></div>	\$1,183,327	<div></div>	\$1,232,407	<div></div>	\$1,281,875	<div></div>	\$1,331,557	<div></div>	\$1,381,322
Unrestricted Current Ratio	>=1.5	<div></div>	2.00	<div></div>	2.51	<div></div>	2.34	<div></div>	2.29	<div></div>	2.20	<div></div>	2.21	<div></div>	2.22	<div></div>	2.30	<div></div>	2.35	<div></div>	2.48	<div></div>	2.67
Debt Service Coverage Ratio	>2	<div></div>	26.17	<div></div>	20.64	<div></div>	14.50	<div></div>	14.79	<div></div>	17.19	<div></div>	22.01	<div></div>	26.12	<div></div>	27.66	<div></div>	28.35	<div></div>	30.96	<div></div>	32.71
Asset Sustainability Ratio																							
Asset Maintenance Ratio	90% to 100%	<div></div>	80%	<div></div>	80%	<div></div>	94%	<div></div>	100%	<div></div>	99%	<div></div>	99%	<div></div>	99%	<div></div>	98%	<div></div>	98%	<div></div>	98%	<div></div>	97%
Asset Renewal Ratio	>=1	<div></div>	110%	<div></div>	91%	<div></div>	87%	<div></div>	85%	<div></div>	77%	<div></div>	76%	<div></div>	74%	<div></div>	73%	<div></div>	71%	<div></div>	70%	<div></div>	70%

Scenario 3 – Alternate Rates Harmonisation (8 years)

Alternate Rates Harmonisation Income Statement

Bayside Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - GENERAL FUND Scenario: Alternate Rates Harmonisation											
	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
User Charges & Fees	12,077	11,635	11,023	11,260	11,501	11,750	12,036	12,342	12,638	12,941	13,251
Other Revenues	14,978	15,547	15,853	16,186	16,525	16,873	17,227	17,589	17,958	18,335	18,720
Grants & Contributions provided for Operating Purposes	11,445	10,678	10,232	9,227	9,421	9,640	9,886	10,160	10,465	10,779	11,102
Grants & Contributions provided for Capital Purposes	13,551	19,503	14,832	14,766	13,152	15,732	18,814	18,898	20,485	19,075	19,167
Interest & Investment Revenue	4,154	2,420	2,432	2,445	2,463	2,488	2,516	2,546	2,578	2,614	2,651
Other Income:											
Net Gains from the Disposal of Assets	28	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	183,328	189,408	187,788	191,301	194,574	202,138	210,323	215,688	222,707	226,867	232,670
Expenses from Continuing Operations											
Employee Benefits & On-Costs	71,985	77,686	79,281	80,866	82,484	84,133	85,816	87,532	89,283	91,069	92,890
Borrowing Costs	124	101	127	128	107	87	73	61	49	36	24
Materials & Contracts	52,607	48,225	48,929	49,872	51,046	50,811	52,082	53,384	55,670	56,086	57,488
Depreciation & Amortisation	25,740	27,850	29,050	30,350	31,950	33,250	34,550	35,800	37,550	38,550	39,750
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	23,109	24,189	24,962	25,344	25,768	26,270	26,927	27,600	28,290	28,998	29,723
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	173,566	178,052	182,349	186,560	191,355	194,553	199,448	204,377	210,842	214,739	219,875
Operating Result from Continuing Operations	9,762	11,357	5,439	4,741	3,219	7,585	10,875	11,310	11,864	12,128	12,795
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,762	11,357	5,439	4,741	3,219	7,585	10,875	11,310	11,864	12,128	12,795
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,789)	(8,146)	(9,393)	(10,025)	(9,933)	(8,147)	(7,939)	(7,588)	(8,621)	(6,947)	(6,372)

Alternate Rates Harmonisation Cash Flow Statement

Bayside Council

10 Year Financial Plan for the Years ending 30 June 2031

CASH FLOW STATEMENT - GENERAL FUND

























































































Scenario: Alternate Rates Harmonisation

	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
User Charges & Fees	13,220	11,746	11,176	11,200	11,441	11,688	11,965	12,265	12,564	12,865	13,173
Investment & Interest Revenue Received	3,250	2,478	2,468	2,483	2,506	2,520	2,536	2,563	2,592	2,637	2,640
Grants & Contributions	22,440	30,606	24,644	23,905	22,457	25,601	28,972	29,088	31,105	29,764	30,303
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	15,402	15,480	15,921	16,192	16,536	16,830	17,177	17,575	17,926	18,340	18,706
Payments:											
Employee Benefits & On-Costs	(71,966)	(77,559)	(79,207)	(80,832)	(82,449)	(84,098)	(85,780)	(87,495)	(89,245)	(91,030)	(92,851)
Materials & Contracts	(51,822)	(48,366)	(48,862)	(49,813)	(50,975)	(50,798)	(51,995)	(53,295)	(55,538)	(56,035)	(57,393)
Borrowing Costs	(122)	(100)	(124)	(128)	(108)	(88)	(74)	(62)	(49)	(37)	(25)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(23,093)	(24,061)	(24,812)	(25,209)	(25,619)	(26,176)	(26,756)	(27,425)	(28,070)	(28,856)	(29,535)
Net Cash provided (or used in) Operating Activities	34,621	39,704	34,404	34,987	35,066	40,897	45,651	47,121	49,614	50,512	52,531
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	20,000	20,000	15,000	15,000	20,000	15,000	15,000	10,000	10,000	15,000	10,000
Sale of Infrastructure, Property, Plant & Equipment	2,488	1,765	4,700	4,800	4,900	4,900	4,800	4,700	4,800	4,900	4,700
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(53,647)	(62,399)	(59,928)	(57,291)	(56,923)	(60,483)	(62,455)	(62,927)	(65,168)	(68,602)	(62,206)
Net Cash provided (or used in) Investing Activities	(31,160)	(40,634)	(40,228)	(37,491)	(32,023)	(40,583)	(42,655)	(48,227)	(50,368)	(48,702)	(47,506)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	1,500	6,450	1,700	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(719)	(862)	(1,246)	(1,265)	(1,189)	(1,064)	(955)	(967)	(979)	(992)	(1,004)
Net Cash Flow provided (used in) Financing Activities	(719)	638	5,204	435	(1,189)	(1,064)	(955)	(967)	(979)	(992)	(1,004)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,742	(292)	(620)	(2,068)	1,854	(750)	2,041	(2,073)	(1,734)	819	4,021
plus: Cash & Cash Equivalents - beginning of year	43,220	45,962	45,670	45,050	42,982	44,836	44,086	46,127	44,053	42,320	43,139
Cash & Cash Equivalents - end of the year	45,962	45,670	45,050	42,982	44,836	44,086	46,127	44,053	42,320	43,139	47,160
Cash & Cash Equivalents - end of the year	45,962	45,670	45,050	42,982	44,836	44,086	46,127	44,053	42,320	43,139	47,160
Investments - end of the year	374,157	354,157	339,157	324,157	304,157	289,157	274,157	264,157	254,157	239,157	229,157
Cash, Cash Equivalents & Investments - end of the year	420,119	399,827	384,207	367,139	348,993	333,243	320,284	308,210	296,477	282,296	276,317

Alternate Rates Harmonisation Balance Sheet

Bayside Council 10 Year Financial Plan for the Years ending 30 June 2031 BALANCE SHEET - GENERAL FUND Scenario: Alternate Rates Harmonisation											
	Current Year 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					
						2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,478,350	1,511,134	1,537,312	1,559,453	1,579,526	1,601,859	1,624,964	1,647,391	1,670,209	1,695,361	1,713,117
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592
Right of use assets	42	42	42	42	42	42	42	42	42	42	42
Investments Accounted for using the equity method	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003	5,003
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,500,058	1,532,036	1,557,610	1,579,147	1,598,415	1,620,143	1,642,644	1,664,668	1,687,084	1,711,631	1,728,985
TOTAL ASSETS	1,921,063	1,933,676	1,944,145	1,949,491	1,951,685	1,958,668	1,969,272	1,980,009	1,991,544	2,002,851	2,015,067
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	29,312	29,409	29,750	30,027	30,334	30,514	30,863	31,221	31,681	31,962	32,345
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,519	3,042	2,526	2,418	2,275	2,557	2,893	2,929	3,119	3,009	3,051
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	756	790	1,145	1,189	1,064	955	967	979	992	1,004	896
Provisions	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217	23,217
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	55,804	56,457	56,638	56,851	56,890	57,243	57,940	58,346	59,009	59,192	59,509
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	42	42	42	42	42	42	42	42	42	42	42
Borrowings	1,410	2,014	6,863	7,254	6,189	5,234	4,267	3,288	2,296	1,292	396
Provisions	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558	4,558
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	6,010	6,614	11,463	11,854	10,789	9,834	8,867	7,888	6,896	5,892	4,996
TOTAL LIABILITIES	61,814	63,071	68,100	68,705	67,680	67,077	66,807	66,234	65,905	65,084	64,505
Net Assets	1,859,249	1,870,606	1,876,045	1,880,786	1,884,005	1,891,590	1,902,465	1,913,775	1,925,639	1,937,767	1,950,562
EQUITY											
Retained Earnings	1,773,451	1,784,808	1,790,247	1,794,988	1,798,207	1,805,792	1,816,667	1,827,977	1,839,841	1,851,969	1,864,764
Revaluation Reserves	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798	85,798
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,859,249	1,870,606	1,876,045	1,880,786	1,884,005	1,891,590	1,902,465	1,913,775	1,925,639	1,937,767	1,950,562
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,859,249	1,870,606	1,876,045	1,880,786	1,884,005	1,891,590	1,902,465	1,913,775	1,925,639	1,937,767	1,950,562

Alternate Rates Harmonisation Key Performance Indicators

Performance Indicators			2021/22	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating Performance													
Balance Budget (Cash)	>=\$0		\$82,000	 (\$26,952)	 (\$78,359)	 (\$103,574)	 (\$106,989)	 (\$111,100)	 (\$115,402)	 (\$119,148)	 (\$122,966)	 (\$141,652)	 (\$175,941)
Operating Performance Ratio	>0%		-2.25%	 -4.79%	 -5.43%	 -5.68%	 -5.47%	 -4.37%	 -4.15%	 -3.86%	 -4.26%	 -3.34%	 -2.98%
Own Source Operating Revenue	>60%		86%	 84%	 87%	 87%	 88%	 87%	 86%	 87%	 86%	 87%	 87%
Operational Liquidity													
Unrestricted Cash	>=&750k		\$896,992	 \$870,040	 \$791,681	 \$688,107	 \$581,118	 \$470,018	 \$354,616	 \$235,468	 \$112,502	 (\$29,150)	 (\$205,091)
Unrestricted Current Ratio	>=1.5		2.00	 2.51	 2.34	 2.29	 2.20	 2.21	 2.22	 2.30	 2.35	 2.48	 2.67
Debt Service Coverage Ratio	>2		26.17	 20.57	 14.40	 14.69	 17.07	 21.87	 25.96	 27.50	 28.19	 30.78	 32.49
Asset Sustainability Ratio													
Asset Maintenance Ratio	90% to 100%		80%	 80%	 86%	 86%	 86%	 86%	 86%	 86%	 86%	 86%	 85%
Asset Renewal Ratio	>=1		110%	 91%	 87%	 85%	 77%	 76%	 74%	 73%	 71%	 70%	 70%