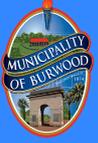




ANNEXURE 3
LONG TERM FINANCIAL PLAN





THANKS BE UNTO GOD WHO GAVE US THE VICTORY

KOREA
MALAYA
BORNEO
VIETNAM

THESE ALSO SERVED BATTLEFIELD FOR KING AND COUNTRY
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BURW2030D LONG TERM FINANCIAL PLAN 2013 - 2023

TABLE OF CONTENTS

1	Message from the General Manager	4
	Integrated Planning and Reporting Framework.....	5
1.1	Purpose of the Long Term Financial Plan	6
1.2	Long Term Financial Sustainability.....	6
1.3	Measuring Long Term Financial Sustainability.....	6
2	Council Environment and Influences	9
3.1	Community Strategic Plan - Burwood 2030.....	9
3.2	External Influences	9
4	Current Scenario.....	10
4.1	Base Financial Budgets.....	10
4.2	Inflation /Consumer price Index.....	10
4.3	Revenue Assumptions	11
4.3.1	Rates	11
4.3.2	Financial Assistance Grants.....	11
4.3.3	Operating Grants.....	11
4.3.4	Capital Grants	11
4.3.5	Fees and Charges.....	11
4.3.6	Interest and Investment Revenue	12
4.3.7	Section 94 Developer Contributions.....	12
4.3.8	Other Revenue	12
4.3.9	Fines.....	12
4.3.10	Capital Revenue.....	13
4.4	Expenditure Assumptions.....	13
4.4.1	Salaries, Wages & Employee Costs.....	13
4.4.2	Materials & Supplies.....	13
4.4.3	Contracts	13
4.4.4	Insurance.....	13
4.4.5	Legal Fees.....	13
4.4.6	Other Expenses.....	13
4.4.7	Depreciation	13
4.4.8	Interest on Overdraft	14
4.4.9	Borrowing Costs.....	14
4.4.10	Rent.....	14
4.4.11	Overheads.....	14
4.5	Capital Expenditure Program	14
4.6	Balance Sheet/Cash Assumptions	15
4.6.1	Reserves	15
4.6.2	Current Assets and Liabilities.....	16

5	Scenarios	17
5.1	Breakdown of scenarios over ten years	17
	Scenario 1: ‘Decline Option (3%)	18
	Scenario 2: ‘Maintain Option’ (Progressive)	23
	Scenario 3: ‘Improve Option’ (7.5%)	28

This plan reflects our intention at the time of publication. As with any plan or budget, the actual results may vary from the forecast.

November 2013

1 Message from the General Manager



I am pleased to present our Long Term Financial Plan 2013/23. This is a revision of the first Long Term Financial Plan prepared by Burwood Council in accordance with the State Government's Integrated Planning and Reporting Framework requirements.

Council's Long Term Financial Plan is part of our Resourcing Strategy, aimed at ensuring the strategic goals identified by the community in the Burwood2030 Community Strategic Plan are met, and is directly linked to our four year Delivery Program.

The Long Term Financial Plan provides a financial assessment of the activities and projects that Council proposes to undertake in the short, medium and long term, and will guide our future strategies to ensure Burwood Council operates in a sustainable manner.

The Plan includes three different scenario models, it takes into consideration assumptions based on current and forecasted service levels, and it will enable Council to test its future strategies against long term financial projections.

The Long Term Financial Plan is intended as a guiding document for all activities of Burwood Council into the future, and it will be reviewed annually to ensure its applicability based on community feedback and capacity analysis.

A handwritten signature in blue ink, appearing to read 'Michael McMahon'. The signature is stylized with a large, sweeping flourish at the end.

MICHAEL MCMAHON
General Manager

2 Integrated Planning and Reporting Framework

In 2009 the Minister for Local Government introduced the Local Government Amendment (Planning and Reporting) Bill to Parliament, which requires all NSW councils to produce a long term Community Strategic Plan, with a four year Delivery Program and an Annual Operational Plan linked to the longer term planning outcomes.



In 2010, following extensive community consultation, Burwood Council adopted its 20 year Community Strategic Plan, named Burwood2030. The 2030 Plan was revised and endorsed again in 2013.

Cascading from the long term Community Strategic Plan is the Delivery Program, a four year strategic document listing the actions Council plans to implement to achieve the community's needs. Council has then developed an annual Operation Plan and annual Budget, highlighting what strategies and projects can be undertaken each year.

As required by the NSW State Government's Integrated Planning and Reporting Framework, in order to achieve the community's long term aspirations and needs identified in the Burwood 2030 Plan, Council needs to assess its current and forecasted capacity and resources (in particular money, people and assets) to carry them out.

The result of the analysis of current and future capacity is translated into Burwood Council's Draft Resourcing Strategy, which consists of three components:

- Long Term Financial Plan (10 years)
- Asset Management Plan (10 years)
- Workforce Plan (4 years)

Long Term Financial Plan

The Long Term Financial Plan 2013/14 – 2022/23 reflects Council's desire and capacity to deliver the strategies, initiatives, works and programs identified in the 2030 Community Strategic Plan and in the four year Delivery Program.

It includes:

- projected income and expenditure, balance sheet and cash flow statement
- planning assumptions used to develop the Plan
- sensitivity analysis – highlights factors/assumptions most likely to affect the Plan
- financial modeling for different scenarios e.g. infrastructure, asset maintenance and renewal
- methods of monitoring financial performance.

2.1 Purpose of the Long Term Financial Plan

The Long Term Financial Plan acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained within the Community Strategic Plan. This Long Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

2.2 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 should achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation,
- Council should **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements,
- Council should have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works,
- Council should **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.

It is important to note that while these principles represent financial sustainability, in the current environment, most Councils will find it difficult to obtain this level of sustainability as:-

- In April 2013, The NSW Treasury Corporation released *Financial Sustainability of the New South Wales Local Government Sector*. The report provided a financial assessment of the 152 councils in NSW. In the report, Burwood was given a Sustainability Rating of 'weak' however was given a 'positive' Outlook. In addition to presenting a financial outlook, the report also assessed the current asset position of councils including their backlog in infrastructure. Burwood Council was identified as having a total infrastructure backlog of \$168 million.
- As rates are pegged to CPI by the State Government many Councils struggle to keep up with their asset renewal requirements and other cost increases progressively erode the funding base.

The problem with deferring asset renewals is 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 by allowing Councils to demonstrate to their communities the long term financial ramifications of not renewing assets now.

2.3 Measuring Long Term Financial Sustainability

A recent review undertaken by the Independent Pricing and Regulatory Tribunal (IPART) into the Revenue Framework for Local Government identified a number of performance indicators which measure Council's financial performance and position. 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 any proposed Delivery Program.

Ratio	Calculation	Sustainable Target	2012/13 Ratio As per Annual Report	Commentary
Operating Result	Total operating revenue less total operating expenditure	Greater than zero	\$758,000	Indicates Council has a balanced Budget and achieves an operating surplus
Operating Ratio	Operating Result divided by operating revenue	Positive ratio, > 10% - Sustainable Negative ratio – Unsustainable	1.88%	A measure of Council's sustainable operating position
Working Capital	Unrestricted current assets (excludes externally restricted assets) less unrestricted current liabilities	Greater than \$1.0 m –Sustainable Less than \$0 – Unsustainable	\$7,478,000	Provides a buffer to ensure Council can withstand any fluctuations in working capital requirements
Un restricted Current Ratio	Unrestricted current assets (excludes externally restricted assets) divided by unrestricted current liabilities	Over 2:1 Sustainable 1:1 to 2:1 Satisfactory Less than 1:1 Unsustainable	7.07:1	Indicates Council's ability to fund its short-term expenditure needs.
Rates & Annual charges coverage	Rates and annual charges as a percentage of operating revenue	>40% Sustainable	47.153%	Indicates the level of Council's self-sufficiency.
Rates and Annual Charges Outstanding Ratio	Amount of rates uncollected as a percentage of the total rates	<5%	2.65%	To assess the impact of uncollected rates and annual charges on Council's liquidity.
Asset Renewal Ratio	Asset renewal expenditure divided by depreciation	Greater than 1:1 Good Less than 1:1 Unsustainable	1:87.64	Indicates the level of asset renewal expenditure is not sufficient to maintain assets in the long-term
Debt Service Ratio	Interest divided by operating revenue	Less than 10% Sustainable 10% to 15% Satisfactory Over 15% Unsustainable	14.88%	Indicates Council has a high level of debt servicing costs relative to operating revenue
Infrastructure Backlog Ratio	Estimated cost to bring assets to a satisfactory condition divided by total value of infrastructure, building growth, structures and depreciable land improvement assets	TCorp benchmark of 0.02	0.60	Indicates what proportion of infrastructure backlog is against the total value of Council's infrastructure

3 Council Environment and Influences

3.1 Community Strategic Plan - Burwood 2030

Burwood has been identified as a Major Centre by the NSW Government and is set to grow significantly in the next 25 years building on the strong local economy and transport infrastructure.

Following an extensive community engagement program with community and stakeholders, Council has developed “Burwood 2030” the 20 year Community Strategic Plan, which is the blueprint for any Council activity in the future.

Burwood 2030 sets out five key themes that are supported by strategic goals and actions. The timeframe proposed for implementing each of the actions identified to achieve the strategic goals are defined as short term (2013 -2017), medium term (2013 – 2023) or long term (2013 – 2033). There are also a number actions identified as ongoing, indicating actions are to be undertaken on a regular basis.

The actions identified for the short term (2013 – 2017) are supported by the Delivery Program (2013/17) and incorporated in the Delivery Program budget forecasts. The medium and long term actions, other than those indicated as ongoing actions, have not been incorporated into the Long Term Financial Plan at this stage. As the strategies and actions are crystallised, the financial implications will be incorporated into the future revisions of the Long Term Financial Plan and the other resourcing strategies. Ongoing actions are assumed to be supported by the current resources base and therefore included in the Delivery Program and Long Term Financial Strategy.

Council instigated a large number of service reviews within the first twelve months of the Delivery Program period. Efficiency and effectiveness gains achieved as a result of the service level review were redeployed within the organisation to improve service delivery in priority areas.

3.2 External Influences

Regulatory Environment

Council operates in a highly regulated environment driven by the Local Government Act. 1993 that defines the scope and boundaries of Council’s role and the way it must conduct its business.

Wider State Environment

The focus of Council services delivery is impacted by the governing State in relation to the availability of external funding and key State wide priorities for State growth and management.

Rate Pegging

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

Balancing the Budget

Council’s budget has faced significant pressures including:-

- An increasing burden as a result of cost shifting from other levels of government,

- Greater competition in the allocation of external funding such as the Financial Assistance Grants.

More recently, the effects of the global financial crisis, which heavily impacted Council's investments portfolio, the housing (development) market, and the economy in general has also impacted on Council.

The above factors mean that, as with many Councils in NSW, Burwood is faced with an "Income Gap" with costs increasing at a greater rate than revenues. This Income Gap has been addressed by way of productivity gains and efficiency savings however service level reductions are likely to occur if this structural funding issue is not addressed.

4 Current Scenario

The Current Scenario provides an assessment of the financial sustainability of the Council to continue to deliver the current services as outlined in the Delivery Program over the longer term.

Council faces two significant challenges. Firstly, Council must generate sufficient revenue to balance the budget and sustain this into the future. Secondly, Council must address its infrastructure assets backlog.

The following key principles have been used in the development of the model

- Council should maintain its existing service levels to residents,
- Minimum cash liquidity of \$2 million should be maintained at all times,
- Budgets should aim to maintain assets to at least the same condition as they were at the start of each financial year, and where possible improve
- Management should continually look for ways to structurally realign resources and/or increase income opportunities without changes to service standards,
- Councils should continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision making.

The assumptions and financial drivers that have been used are outlined below.

4.1 Base Financial Budgets

In preparing the Long Term Financial Plan Current State Scenario the following has been used:

- Budget 2013/14 as adopted by Council at its June 2013 meeting
- The four year Delivery Program Forecasts for 2013/14, 2014/15, 2015/16 and 2016/17 as developed by Council officers

4.2 Inflation /Consumer price Index

Applying an inflation/consumer price index increase across Council's discretionary budget allocations ensures that Council budgets reflect projected movements in real dollar terms.

The inflationary increase assumptions for 2014/15 onwards have been based on the Australian Consumer Price Index average increases over the past six years.

This assumption has been applied across discretionary budget allocations, where specific data modeling or specific internal assumptions cannot be determined or where the amounts are determined as immaterial

4.3 Revenue Assumptions

4.3.1 Rates

The council area is developed urban area with potential growth only arising from infill development and densification. Council estimates growth in the order of an additional 7500 new ratable properties at the minimum rate level, over the next 20 years.

The annual rate increase has been forecast at 3% per annum for 2014/15 onwards. This is based on the Independent Pricing and Regulatory Tribunal (IPART) historical assumptions that the annual rate increase will be set at a level that will incorporate a “discount” to ensure Councils seek ongoing efficiency gains in service delivery.

Council currently does not have a Special Rate Variation (SRV) for any specific infrastructure activities however it has been assumed that the SRV in options 2 and 3 will be introduced in 2014/15. This additional revenue will be used for capital infrastructure renewal and maintenance programs

The Domestic Waste Charge has been set at the level that reflects the cost of service and it is assumed the growth of the charge will be similar to that of the Annual Charges.

4.3.2 Financial Assistance Grants

The financial assistance grant will remain at a constant level and it is expected to be adjusted by a conservative 2% per annum to reflect inflationary pressures.

4.3.3 Operating Grants

Although the operating grants vary each year dependent on the programs, the assumption applied is that the current level of grant support will continue and the funding of the grants will increase by a conservative 3% per annum to reflect inflationary pressures.

4.3.4 Capital Grants

The capital grants applied in the model are based on the funding sources as indicated in the Delivery Program four year capital program. These assumptions have been carried out into latter years. The detail of the capital expenditure program is contained in section 4.5

4.3.5 Fees and Charges

Council has the ability to raise revenue through the adoption of a fee or a charge for services or facilities.

The fees and charges which Council can charge are split into two categories:

1. Regulatory Fees – These fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increase of these fees and charges.
2. Discretionary Fees - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

Council applies the general principle that fees and charges should be set at appropriate levels that reflects user pay principles.

4.3.6 Interest and Investment Revenue

The project interest revenue is based on the outstanding cash balances at the end of the financial year.

4.3.7 Section 94 Developer Contributions

Sections 94 and 94A of the Environmental Planning and Assessment Act (1979) enables Council to collect contributions towards the provision, extension or augmentation of public amenities and services required as a consequence of development.

Section 94A Contributions Plan for the Burwood Town Centre was first effective on 10 May 2010. Section 94A Contributions Plan for the rest of the Burwood LGA became effective on 1 September 2012. When becoming effective, these two Section 94A Plans repealed all preceding Section 94 Plans.

Section 94A Contributions Plan for the Burwood Town Centre:

There is no specific expiry date for this plan and therefore it has been included in the model for the full 20 year period.

Contribution is based on a levy of 4% of the total cost of development, which exceeds \$250,000. Forecast income is \$1,400,000 (2011/12 base year) increasing at a rate of 3% per annum.

Section 94A Contributions Plan for the Burwood LGA (excluding the Burwood Town Centre)

There is no specific expiry date for this plan. Contribution is based on the following levies:

For all development excluding dwelling houses and alterations and additions to a dwelling house:

Cost of Development	Levy
Up to and including \$100,000	Nil
> \$100,000, <= \$200,000	0.5%
> \$200,000	1%

For the construction of a dwelling house, or alterations and additions to a dwelling house:

Cost of Development	Levy
Up to and including \$100,000	Nil
> \$100,000, <= \$300,000	0.5%
> \$300,000	0.25%

Forecast income is \$132,680 (2013/14 base year), increasing at a rate of 3% per annum.

4.3.8 Other Revenue

This revenue has been assumed as being constant over the period adjusted by CPI per annum after 2014/15.

4.3.9 Fines

Council has completed a Parking Strategy and the revenue forecast is based on implementation of the strategy. Post 2014/15, the fine revenue is increased by CPI per annum.

4.3.10 Capital Revenue

Council has sold a number of properties over the past years via public auction or expression of interest. The cash that has been realised is being used to improve Council's infrastructure and amenities. Council holds the realised cash as cash reserves.

4.4 Expenditure Assumptions

4.4.1 Salaries, Wages & Employee Costs

Salaries, Wages and Employee Costs have increased inline with the award expectations.

4.4.2 Materials & Supplies

Materials and Supplies consist of a range of expenditure to support the delivery of services including stores, materials, travel and audit fees. It has been assumed the expenditure will remain constant over the period adjusted by CPI per annum post 2016/17.

4.4.3 Contracts

The contracts area includes a number of major delivery contracts including the parking fees contract, domestic waste contract, refuse collection and recycling and civil engineering contracts. In consideration that the review of these significant contracts should provide opportunities for efficiency reviews, it has been assumed that the overall expenditure can be held at 2016/17 levels adjusted by CPI per annum.

4.4.4 Insurance

It is assumed the expenditure for insurance will remain constant over the period, adjusted by CPI per annum post 2016/17.

4.4.5 Legal Fees

Council has implemented a Legal Panel to address probity issues and reduced costs. The reduced reliance on external legal services has resulted in a significant forecast in the reduction of legal expenditure. An ongoing annual increase in line with CPI has been applied from 2016/17 onwards.

4.4.6 Other Expenses

Other expenses include general operational expenditure plus the Fire Levy, street lighting expenditure and the software licenses for Tech One. The level of expenditure is predicted to remain constant with little opportunity to reduce costs due to the fixed and external nature of the charges. An assumption of CPI adjustment per annum has been applied from 2016/17 onwards.

4.4.7 Depreciation

The depreciation charge has been included in the model on the basis that depreciation is a proxy charge for the consumption of the assets and should be used as the basis for determining renewal expenditure. Including depreciation provides a more accurate reflection of the overall costs that ratepayers should fund to allow Council to maintain the current level of services.

The base depreciation is increased by a conservative 1% per annum as an indication increase in the asset base.

4.4.8 Interest on Overdraft

This is calculated based on cash balance.

4.4.9 Borrowing Costs

During 2012/13, Council took out a ten year long term loan to assist in the Asset Renewal Program. This loan was in conjunction with the Local Infrastructure Renewal Scheme (LIRS) of subsidised interest.

In addition Council has successfully applied for Round 2 of the LIRS and will be applying for Round 3 in 2014/15. All loans will be used for asset renewal of roads, footpaths and amenities blocks.

4.4.10 Rent

The rent expense is based on the cost of location in the current premises. The annual rent is increased on the CPI factor of 3% per annum.

4.4.11 Overheads

The overall allocation is fully recovered each year and therefore has a nil impact on the financial position.

4.5 Capital Expenditure Program

The capital expenditure program incorporated in the current state scenario is based on the four year Delivery Program capital program provided as follows:

2013/14	Capital Expenditure	Grants	S94/Planning agreements	Reserves	Loans	Operating Revenue
New Works	4,150,000	-	2,451,600	1,698,400	-	
Renewals	11,815,194	320,194	2,186,000	8,126,600	1,000,000	182,400
Operational	543,600	27,000	-	318,000	-	198,600

2014/15	Capital Expenditure	Grants	S94/Planning agreements	Reserves	Loans	Operating Revenue
New Works	1,230,000	-	375,000	855,000	-	-
Renewals	6,475,194	120,194	2,562,600	1,230,000	2,000,000	562,400
Operational	465,000	27,000	-	300,000	-	138,000

2015/16	Capital Expenditure	Grants	S94/Planning agreements	Reserves	Loans	Operating Revenue
New Works	508,000	-	220,000	288,000	-	-
Renewals	3,195,194	120,194	2,017,600	650,000	-	407,400
Operational	290,000	27,000	-	100,000	-	163,000

2016/17	Capital Expenditure	Grants	S94/Planning agreements	Reserves	Loans	Operating Revenue
New Works	-	-	-	-	-	-
Renewals	3,350,194	120,194	1,535,600	660,000	-	1,034,400
Operational	330,000	27,000	-	90,000	-	213,000

This capital expenditure program is a reflection of the requirements identified in Council's Asset Management Plans. The capital expenditure program continues past 2016/17 based on the Asset Management Plan requirement factored by an annual CPI increase and including the additional infrastructure spend indicated below.

Council has completed Asset Management Plans for the following:

- Buildings Asset Management Plan (Version 1.01 February 2010)
- Infrastructure (Roads, Kerbs & Gutters, Drainage) Asset Management Plan (Version 1.01 June 2009)

The Building Asset Management Plan¹ states the 10 year sustainability index is 0.39. This has been calculated on the significant gap between the planning maintenance and renewal expenditure and the required maintenance and renewal expenditure.

4.6 Balance Sheet/Cash Assumptions

4.6.1 Reserves

Council has a number of cash reserves which are either a legislative requirement (externally restricted) or through a Council decision (internally restricted).

The establishment and funding of cash reserves is a financial management strategy to provide funds for future expenditure that could not otherwise be financed during a single year without having a material impact on the budget. For example, local government elections occur every four years, so Council sets aside one quarter of the estimated cost of this activity each financial year.

¹ Buildings Asset Management Plan Version 1.01, February 2010, Section 6.1.1. Page 30

The reserves utilised are as follows:

Reserve	Purpose of Reserve
Externally Restricted Reserves	
S94 Developer Contributions	In accordance with s94 of the Environmental Planning and Assessment Act all unexpended s94 contributions are to be restricted and only used for the purpose for which they were collected under the various contribution plans Council has adopted.
Domestic Waste Management	An annual amount based upon the actual surplus between expenditure and income from the domestic waste service is transferred to the Domestic Waste Management Reserve. This reserve is externally restricted and is a statutory responsibility of Council. The level of funds is audited each year by Council's external auditor.

Reserve	Purpose of Reserve
Internally Restricted Loans	
Employee Leave Entitlements	The level of the reserve should be maintained at a level equivalent to the accrued employees' entitlement of staff eligible to retire. This reserve should be maintained at the industry benchmark equivalent to 20% of the outstanding Employee Leave Entitlements liability as at 30 June each year.
Plant Replacement	Funds are allocated to this reserve to fund the replacement of Council's plant and equipment.
Local Government Election	An annual provision is allocated from general revenue each year towards the cost of conducting Council's general elections every four years.
Parking Meter Replacement	Funds are allocated to this reserve to fund the replacement of Council's parking meter fleet.
Commercial Property /Investment	This reserve was established to accumulate the funds from commercial property/ investment asset realisation
Infrastructure Works Program	This reserve was established to accumulate the funds relating to infrastructure projects
Loan Fund Reserve	Holds the balance of loan funds to be repaid
Other Reserves	General reserve
Operating Revenue	Includes rates and annual charges, user fees and other contributions

4.6.2 Current Assets and Liabilities

The level of current assets and liabilities will remain static throughout the course of the Long Term Financial Plan.

5 Scenarios

Based on the above assumptions, Council has provided a 10 year forward forecast under three different funding models.

Decline in Service:

Current service levels would be maintained in the short term, but later decline. Rates increase only by approved 'rate peg' amount. Council's capital works program may likely be compromised and priority will be given to essential infrastructure projects.

Increase by approved 'rate peg' (estimated 3%) each year.

Maintain Service:

Maintain current service levels and priority infrastructure. Rates will increase progressively each year over seven years. Council's capital works program may be compromised.

Progressive increase each year over 7 years (5.5%, 6.5%, 7%, 7.5%, 7.5%, 7.5%, 7.5%)

Improve Service:

Improved service levels, new capital projects, upgrading and maintenance of existing infrastructure. This is supported by a special variation each year over seven years commencing 2014/15.

7.5% variation each year over 7 years

5.1 Breakdown of scenarios over ten years

	*2013 /2014	2014 /2015	2015 /2016	2016 /2017	2017 /2018	2018 /2019	2019 /2020	2020 /2021	*2021 /2022	*2022 /2023	Compounded increase
DECLINE IN SERVICE	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	23%
MAINTAIN SERVICE	3%	5.5%	6.5%	7%	7.5%	7.5%	7.5%	7.5%	3%	3%	60.6%
IMPROVE SERVICE	3%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	3%	3%	65.9%

**Not affected by Special Rate Variation (3% denotes 'rate peg' estimate)*

SCENARIO 1
'DECLINE IN SERVICE'
2013 – 2023

Forward Estimates of Income & Expenditure

Option 1 - 3% Rate Peg Increase

Operating Income

	<u>Budget</u> <u>2013-14</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Budget</u> <u>2017-18</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>
Type	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates & Annual Charges	19,958,950	21,077,616	21,711,071	22,363,814	23,136,435	23,892,538	24,661,638	25,414,136	26,204,542	27,024,006
User Charges & Fees	7,390,833	7,545,400	7,729,619	7,883,625	8,040,820	8,201,271	8,415,051	8,486,365	8,707,102	8,881,391
Interest & Investment Revenue	1,393,050	1,404,150	1,476,074	1,554,365	1,683,768	1,517,050	1,523,550	1,518,050	1,569,050	1,543,050
Other Revenue	3,513,808	3,598,084	3,670,046	3,743,447	3,858,316	3,935,482	4,014,192	4,094,475	4,176,365	4,259,892
Operating Grants & Contributions	3,610,954	3,756,621	3,864,590	3,958,517	4,055,365	4,154,596	4,256,481	4,360,663	4,467,888	4,582,135
Capital Grants & Contributions	2,734,794	3,284,794	2,584,794	1,882,794	1,902,194	2,102,194	2,117,194	2,127,194	2,127,194	2,127,194
Total Operating Income	38,602,389	40,666,665	41,036,194	41,386,562	42,676,898	43,803,131	44,988,106	46,000,883	47,252,141	48,417,668

Operating Expenditure

Type										
Employment Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Borrowing Costs	264,600	358,877	359,090	341,942	324,079	304,931	284,554	262,807	240,048	223,028
Materials & Contracts	8,110,357	8,657,007	8,991,151	8,974,144	9,126,041	9,188,036	9,369,530	9,446,360	9,732,589	9,890,285
Depreciation	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Other Expenses	7,865,547	8,082,102	8,289,488	8,451,140	8,787,682	8,900,729	9,099,893	9,289,788	9,495,028	9,695,233
Total Operating Expenditure	38,792,669	40,165,873	41,304,253	42,010,358	43,064,647	43,871,881	44,902,937	45,818,734	47,018,936	48,092,633

Operating Result	(190,280)	500,792	(268,059)	(623,796)	(387,749)	(68,750)	85,169	182,149	233,205	325,035
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Net Operating Result before Capital Items	(2,925,074)	(2,784,002)	(2,852,853)	(2,506,590)	(2,289,943)	(2,170,944)	(2,032,025)	(1,945,045)	(1,893,989)	(1,802,159)
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Funding Statement

Operating Result	(190,280)	500,792	(268,059)	(623,796)	(387,749)	(68,750)	85,169	182,149	233,205	325,035
Add Back Non Cash Items										
Depreciation	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Total Non Cash Items	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Adjusted Operating Result	5,879,720	6,631,492	5,923,948	5,630,131	5,928,717	6,310,881	6,528,596	6,690,011	6,806,145	6,963,705

Source of Capital Funds

Sale of Assets	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Loan Funds	1,000,000	2,000,000	-	-	-	-	-	-	-	-
Transferred From Section 94	4,161,000	500,000	350,000	150,000	540,000	800,000	540,000	550,000	540,000	340,000
Transferred From Reserves	8,432,000	1,885,000	688,000	600,000	750,000	740,000	750,000	800,000	650,000	700,000
Funds Available	19,722,720	11,516,492	7,311,948	6,730,131	7,593,717	8,200,881	8,168,596	8,390,011	8,346,145	8,353,705

Less Funds Utilised

Acquisition of Assets	16,508,794	8,170,194	3,993,194	3,680,194	4,430,194	4,680,194	4,730,194	5,130,194	5,180,194	5,130,194
Loan Principal Repayment	226,000	363,903	436,803	460,364	484,799	510,685	537,967	566,793	526,532	486,150
Transfer to Section 94	2,187,600	2,187,600	2,237,600	1,535,600	1,555,000	1,755,000	1,770,000	1,780,000	1,780,000	1,780,000
Transfer to Reserves	765,000	765,000	615,000	1,005,000	1,065,000	1,215,000	1,065,000	865,000	815,000	915,000
Net Movement in Working Capital	35,326	29,795	29,351	48,973	58,724	40,002	65,435	48,024	44,419	42,361

Income Statement
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 1 - 3% Rate Peg Increase

	<u>Budget</u> <u>2013-14</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Budget</u> <u>2017-18</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Rates & Annual Charges	19,958,950	21,077,616	21,711,071	22,363,814	23,136,435	23,892,538	24,661,638	25,414,136	26,204,542	27,024,006
User Charges & Fees	7,390,833	7,545,400	7,729,619	7,883,625	8,040,820	8,201,271	8,415,051	8,486,365	8,707,102	8,881,391
Interest & Investment Revenue	1,393,050	1,404,150	1,476,074	1,554,365	1,683,768	1,517,050	1,523,550	1,518,050	1,569,050	1,543,050
Other Revenues	3,513,808	3,598,084	3,670,046	3,743,447	3,858,316	3,935,482	4,014,192	4,094,475	4,176,365	4,259,892
Grants & Contributions provided for Operating Purposes	3,610,954	3,756,621	3,864,590	3,958,517	4,055,365	4,154,596	4,256,481	4,360,663	4,467,888	4,582,135
Grants & Contributions provided for Capital Purposes	2,734,794	3,284,794	2,584,794	1,882,794	1,902,194	2,102,194	2,117,194	2,127,194	2,127,194	2,127,194
Total Income From Continuing Operations	38,602,389	40,666,665	41,036,194	41,386,562	42,676,898	43,803,131	44,988,106	46,000,883	47,252,141	48,417,668
Expenses From Continuing Operations										
Employee Benefits & On-Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Borrowing Costs	264,600	358,877	359,090	341,942	324,079	304,931	284,554	262,807	240,048	223,028
Materials & Contracts	8,110,357	8,657,007	8,991,151	8,974,144	9,126,041	9,188,036	9,369,530	9,446,360	9,732,589	9,890,285
Depreciation & Amortisation	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Other Expenses	7,865,547	8,082,102	8,289,488	8,451,140	8,787,682	8,900,729	9,099,893	9,289,788	9,495,028	9,695,233
Total Expenses From Continuing Operations	38,792,669	40,165,873	41,304,253	42,010,358	43,064,647	43,871,881	44,902,937	45,818,734	47,018,936	48,092,633
Operating Result from Continuing Operations	(190,280)	500,792	(268,059)	(623,796)	(387,749)	(68,750)	85,169	182,149	233,205	325,035
Net Operating Result before Capital Items	(2,925,074)	(2,784,002)	(2,852,853)	(2,506,590)	(2,289,943)	(2,170,944)	(2,032,025)	(1,945,045)	(1,893,989)	(1,802,159)
Depreciation Contra	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Disposal of Assets	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Operating Funds Available	3,394,926	3,846,698	3,689,154	4,097,337	4,401,523	4,558,687	4,761,402	4,912,817	5,028,951	5,186,511

Balance Sheet
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 1 - 3% Rate Peg Increase

	<u>Budget</u> As at 30 June 2014	<u>Budget</u> As at 30 June 2015	<u>Budget</u> As at 30 June 2016	<u>Budget</u> As at 30 June 2017	<u>Budget</u> As at 30 June 2018	<u>Budget</u> As at 30 June 2019	<u>Budget</u> As at 30 June 2020	<u>Budget</u> As at 30 June 2021	<u>Budget</u> As at 30 June 2022	<u>Budget</u> As at 30 June 2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	19,936,512	20,370,948	22,070,858	23,836,595	25,088,576	26,478,591	27,966,023	29,227,159	30,534,711	32,117,381
Investments	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000
Receivables	2,622,223	2,661,172	2,722,319	2,779,088	2,852,625	2,923,750	3,002,191	3,056,448	3,136,204	3,211,157
Inventories	3,083	3,291	3,418	3,411	3,469	3,493	3,562	3,591	3,700	3,760
Other	581,757	609,549	629,269	634,536	652,322	658,696	672,558	682,270	700,167	713,200
Non-current assets classified as "held for sale"	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Total Current Assets	33,519,575	34,020,960	35,801,864	37,629,630	38,972,992	40,440,530	42,020,334	43,345,468	44,750,782	46,421,498
Non-Current Assets										
Receivables	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Infrastructure, Property, Plant & Equipment	343,072,661	344,614,468	342,067,969	339,146,549	336,887,591	334,840,467	332,779,547	331,054,193	329,313,761	327,457,599
Investment Property	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000
Other	5,242,048	5,492,473	5,670,161	5,717,622	5,877,889	5,935,325	6,060,227	6,147,745	6,309,007	6,426,443
Total Non-Current Assets	351,670,709	353,462,941	351,094,130	348,220,171	346,121,480	344,131,792	342,195,774	340,557,938	338,978,768	337,240,042
TOTAL ASSETS	385,190,284	387,483,901	386,895,994	385,849,801	385,094,472	384,572,322	384,216,108	383,903,406	383,729,550	383,661,540
LIABILITIES										
Current Liabilities										
Payables	6,121,218	6,271,338	6,382,227	6,415,675	6,526,959	6,579,355	6,670,215	6,736,870	6,849,994	6,937,266
Borrowings	251,663	437,026	460,275	484,807	510,692	538,010	566,838	526,524	486,150	408,133
Provisions	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209
Total Current Liabilities	11,459,091	11,794,573	11,928,711	11,986,691	12,123,860	12,203,574	12,323,262	12,349,603	12,422,353	12,431,608
Non-Current Liabilities										
Payables	112,359	116,646	120,393	122,594	126,211	128,781	132,187	135,134	139,182	142,701
Borrowings	4,825,923	6,276,668	5,816,393	5,331,587	4,820,895	4,282,885	3,716,047	3,189,523	2,703,373	2,295,240
Provisions	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791
Total Non-Current Liabilities	5,115,073	6,570,105	6,113,577	5,630,972	5,123,897	4,588,457	4,025,025	3,501,448	3,019,346	2,614,732
TOTAL LIABILITIES	16,574,164	18,364,678	18,042,288	17,617,663	17,247,757	16,792,031	16,348,287	15,851,051	15,441,699	15,046,340
Net Assets	368,616,120	369,119,223	368,853,706	368,232,138	367,846,715	367,780,291	367,867,821	368,052,355	368,287,851	368,615,200
EQUITY										
Accumulated Surplus	173,247,400	173,059,431	173,562,763	173,296,934	172,675,464	172,290,041	172,223,652	172,311,186	172,495,646	172,731,165
Revaluation Reserves	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000
Surplus / (Deficit) Operating	(190,280)	500,792	(268,059)	(623,796)	(387,749)	(68,750)	85,169	182,149	233,205	325,035
Total Equity	368,616,120	369,119,223	368,853,704	368,232,138	367,846,715	367,780,291	367,867,821	368,052,335	368,287,851	368,615,200

Cash Flow Statement
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 1 - 3% Rate Peg Increase

	<u>Budget</u> <u>As at 30 June 2014</u>	<u>Budget</u> <u>As at 30 June 2015</u>	<u>Budget</u> <u>As at 30 June 2016</u>	<u>Budget</u> <u>As at 30 June 2017</u>	<u>Budget</u> <u>As at 30 June 2018</u>	<u>Budget</u> <u>As at 30 June 2019</u>	<u>Budget</u> <u>As at 30 June 2020</u>	<u>Budget</u> <u>As at 30 June 2021</u>	<u>Budget</u> <u>As at 30 June 2022</u>	<u>Budget</u> <u>As at 30 June 2023</u>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts										
Rates & Annual Charges	19,935,299	21,050,486	21,695,708	22,347,983	23,117,696	23,874,200	24,642,985	25,395,885	26,185,373	27,004,132
User Charges & Fees	7,302,311	7,527,346	7,708,101	7,865,637	8,022,459	8,182,530	8,390,081	8,478,036	8,681,319	8,861,033
Interest & Investment Revenue Received	1,426,632	1,398,076	1,464,886	1,542,905	1,674,459	1,507,179	1,513,075	1,508,977	1,559,344	1,531,966
Grants & Contributions	8,872,967	7,047,249	6,446,907	5,839,156	5,955,337	6,254,513	6,371,338	6,485,467	6,592,622	6,706,708
Other	3,498,971	3,597,155	3,663,137	3,737,487	3,847,811	3,929,624	4,006,807	4,090,894	4,168,618	4,253,658
	41,036,179	40,620,312	40,978,739	41,333,168	42,617,762	43,748,046	44,924,286	45,959,259	47,187,276	48,357,497
Payments										
Employee Benefits & On-Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Materials & Contracts	7,740,810	8,809,681	9,097,129	8,998,437	9,220,788	9,217,775	9,441,449	9,494,814	9,826,685	9,956,850
Borrowing Costs	261,596	352,531	360,558	343,811	325,948	306,900	286,594	264,956	242,095	224,915
Other	7,933,014	8,052,390	8,268,406	8,445,509	8,768,666	8,893,915	9,085,074	9,279,404	9,475,895	9,681,300
	32,417,584	34,151,789	35,198,610	35,776,962	36,825,781	37,517,144	38,518,650	39,351,091	40,523,006	41,508,482
Net Cash provided (or used in) Operating Activities	8,618,595	6,468,523	5,780,129	5,556,206	5,791,981	6,230,902	6,405,636	6,608,168	6,664,270	6,849,015
Cash Flows from Investing Activities										
Receipts										
Sale of Infrastructure, Property, Plant & Equipment	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Payments										
Purchase of Infrastructure, Property, Plant & Equipment	16,508,794	8,170,194	3,993,194	3,680,194	4,430,194	4,680,194	4,730,194	5,130,194	5,180,194	5,130,194
Net Cash provided (or used in) Investing Activities	(16,258,794)	(7,670,194)	(3,643,194)	(3,330,194)	(4,055,194)	(4,330,194)	(4,380,194)	(4,780,194)	(4,830,194)	(4,780,194)
Cash Flows from Financing Activities										
Receipts										
Proceeds from Borrowings & Advances	1,000,000	2,000,000	0	0	0	0	0	0	0	0
Payments										
Repayment of Borrowings & Advances	226,000	363,893	437,026	460,275	484,807	510,692	538,010	566,838	526,524	486,150
Net Cash Flow provided (used in) Financing Activities	774,000	1,636,107	(437,026)	(460,275)	(484,807)	(510,692)	(538,010)	(566,838)	(526,524)	(486,150)
Net Increase / (Decrease) in Cash & Cash Equivalents	(6,866,200)	434,436	1,699,909	1,765,737	1,251,980	1,390,016	1,487,432	1,261,136	1,307,552	1,582,671
Cash at the beginning of the reporting period	26,802,711	19,936,512	20,370,948	22,070,857	23,836,594	25,088,574	26,478,590	27,966,022	29,227,158	30,534,710
Cash & Cash Equivalents - end of the year	19,936,512	20,370,948	22,070,857	23,836,594	25,088,574	26,478,590	27,966,022	29,227,158	30,534,710	32,117,381

SCENARIO 2
'MAINTAIN SERVICE'
2013 – 2023

Forward Estimates of Income & Expenditure
Option 2 - 3% Rate Peg Increase plus

2.50% 3.50% 4.0% 4.50% 4.50% 4.50%

Operating Income

	<u>Budget</u> <u>2013-14</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Budget</u> <u>2017-18</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>
Type	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates & Annual Charges	19,958,950	21,474,577	22,706,250	24,102,472	25,686,277	27,382,327	29,198,831	31,144,607	32,106,928	33,103,464
User Charges & Fees	7,390,833	7,545,400	7,729,619	7,883,625	8,040,820	8,201,271	8,415,051	8,486,365	8,707,102	8,881,391
Interest & Investment Revenue	1,393,050	1,404,150	1,476,074	1,554,365	1,683,768	1,517,050	1,523,550	1,518,050	1,569,050	1,543,050
Other Revenue	3,513,808	3,598,084	3,670,046	3,743,447	3,858,316	3,935,482	4,014,192	4,094,475	4,176,365	4,259,892
Operating Grants & Contributions	3,610,954	3,756,621	3,864,590	3,958,517	4,055,365	4,154,596	4,256,481	4,360,663	4,467,888	4,582,135
Capital Grants & Contributions	2,734,794	3,284,794	2,584,794	1,882,794	1,902,194	2,102,194	2,117,194	2,127,194	2,127,194	2,127,194
Total Operating Income	38,602,389	41,063,626	42,031,373	43,125,220	45,226,740	47,292,920	49,525,299	51,731,354	53,154,527	54,497,126

Operating Expenditure

Type	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Employment Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Borrowing Costs	264,600	358,877	359,090	341,942	324,079	304,931	284,554	262,807	240,048	223,028
Materials & Contracts	8,111,057	8,334,605	9,131,684	9,681,716	10,016,856	10,384,193	10,899,611	11,537,042	12,015,085	12,368,430
Depreciation	6,067,686	6,128,386	6,189,693	6,251,613	6,314,153	6,377,317	6,441,114	6,505,548	6,570,627	6,636,356
Other Expenses	7,864,847	8,082,102	8,289,488	8,451,140	8,787,682	8,900,729	9,099,893	9,354,788	9,561,328	9,762,859
Total Operating Expenditure	38,790,355	39,841,157	41,442,472	42,715,616	43,953,149	45,065,724	46,430,705	47,972,102	49,365,419	50,636,090

Operating Result	(187,966)	1,222,469	588,901	409,604	1,273,591	2,227,196	3,094,594	3,759,252	3,789,108	3,861,036
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Net Operating Result before Capital Items	(2,922,760)	(2,062,325)	(1,995,893)	(1,473,190)	(628,603)	125,002	977,400	1,632,058	1,661,914	1,733,842
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Funding Statement

Operating Result	(187,966)	1,222,469	588,901	409,604	1,273,591	2,227,196	3,094,594	3,759,252	3,789,108	3,861,036
<i>Add Back Non Cash Items</i>										
Depreciation	6,067,686	6,128,386	6,189,693	6,251,613	6,314,153	6,377,317	6,441,114	6,505,548	6,570,627	6,636,356
<i>Total Non Cash Items</i>	6,067,686	6,128,386	6,189,693	6,251,613	6,314,153	6,377,317	6,441,114	6,505,548	6,570,627	6,636,356
Adjusted Operating Result	5,879,720	7,350,855	6,778,594	6,661,217	7,587,744	8,604,513	9,535,708	10,264,800	10,359,735	10,497,392

Source of Capital Funds

Sale of Assets	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Loan Funds	1,000,000	2,000,000	-	-	-	-	-	-	-	-
Transferred From Section 94	4,161,000	500,000	350,000	150,000	540,000	800,000	540,000	550,000	540,000	340,000
Transferred From Reserves	8,432,000	1,885,000	688,000	600,000	750,000	740,000	750,000	800,000	650,000	700,000

Funds Available	19,722,720	12,235,855	8,166,594	7,761,217	9,252,744	10,494,513	11,175,708	11,964,800	11,899,735	11,887,392
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Less Funds Utilised

Acquisition of Assets	16,508,794	8,890,194	4,843,194	4,710,194	6,125,194	6,975,194	7,725,194	8,675,194	8,725,194	8,675,194
Loan Principal Repayment	226,000	363,903	436,803	460,364	484,799	510,685	537,967	566,793	526,532	486,150
Transfer to Section 94	2,187,600	2,187,600	2,237,600	1,535,600	1,555,000	1,755,000	1,770,000	1,780,000	1,780,000	1,780,000
Transfer to Reserves	765,000	765,000	615,000	1,005,000	1,065,000	1,215,000	1,065,000	865,000	815,000	915,000

Net Movement in Working Capital	35,326	29,158	33,997	50,059	22,751	38,634	77,547	77,813	53,009	31,048
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Income Statement
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 2 - 3% Rate Peg Increase plus

	2.50%	3.50%	4.00%							
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Rates & Annual Charges	19,958,950	21,474,577	22,706,250	24,102,472	25,686,277	27,382,327	29,198,831	31,144,607	32,106,928	33,103,464
User Charges & Fees	7,390,833	7,545,400	7,729,619	7,883,625	8,040,820	8,201,271	8,415,051	8,486,365	8,707,102	8,881,391
Interest & Investment Revenue	1,393,050	1,404,150	1,476,074	1,554,365	1,683,768	1,517,050	1,523,550	1,518,050	1,569,050	1,543,050
Other Revenues	3,513,808	3,598,084	3,670,046	3,743,447	3,858,316	3,935,482	4,014,192	4,094,475	4,176,365	4,259,892
Grants & Contributions provided for Operating Purposes	3,610,954	3,756,621	3,864,590	3,958,517	4,055,365	4,154,596	4,256,481	4,360,663	4,467,888	4,582,135
Grants & Contributions provided for Capital Purposes	2,734,794	3,284,794	2,584,794	1,882,794	1,902,194	2,102,194	2,117,194	2,127,194	2,127,194	2,127,194
Total Income From Continuing Operations	38,602,389	41,063,626	42,031,373	43,125,220	45,226,740	47,292,920	49,525,299	51,731,354	53,154,527	54,497,126
Expenses From Continuing Operations										
Employee Benefits & On-Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Borrowing Costs	264,600	358,877	359,090	341,942	324,079	304,931	284,554	262,807	240,048	223,028
Materials & Contracts	8,111,057	8,334,605	9,131,684	9,681,716	10,016,856	10,384,193	10,899,611	11,537,042	12,015,085	12,368,430
Depreciation & Amortisation	6,067,686	6,128,386	6,189,693	6,251,613	6,314,153	6,377,317	6,441,114	6,505,548	6,570,627	6,636,356
Other Expenses	7,864,847	8,082,102	8,289,488	8,451,140	8,787,682	8,900,729	9,099,893	9,354,788	9,561,328	9,762,859
Total Expenses From Continuing Operations	38,790,355	39,841,157	41,442,472	42,715,616	43,953,149	45,065,724	46,430,705	47,972,102	49,365,419	50,636,090
Operating Result from Continuing Operations	(187,966)	1,222,469	588,901	409,604	1,273,591	2,227,196	3,094,594	3,759,252	3,789,108	3,861,036
Net Operating Result before Capital Items	(2,922,760)	(2,062,325)	(1,995,893)	(1,473,190)	(628,603)	125,002	977,400	1,632,058	1,661,914	1,733,842
Depreciation Contra	6,067,686	6,128,386	6,189,693	6,251,613	6,314,153	6,377,317	6,441,114	6,505,548	6,570,627	6,636,356
Disposal of Assets	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Operating Funds Available	3,394,926	4,566,061	4,543,800	5,128,423	6,060,550	6,852,319	7,768,514	8,487,606	8,582,541	8,720,198

Balance Sheet
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 2 - 3% Rate Peg Increase plus

	2.50%	3.50%	4.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	
	<u>Budget</u>									
	<u>As at 30 June 2014</u>	<u>As at 30 June 2015</u>	<u>As at 30 June 2016</u>	<u>As at 30 June 2017</u>	<u>As at 30 June 2018</u>	<u>As at 30 June 2019</u>	<u>As at 30 June 2020</u>	<u>As at 30 June 2021</u>	<u>As at 30 June 2022</u>	<u>As at 30 June 2023</u>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	19,936,512	20,417,879	22,036,184	23,697,233	24,870,535	26,193,996	27,621,889	28,790,303	30,071,773	31,607,691
Investments	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000
Receivables	2,622,223	2,672,487	2,749,827	2,826,693	2,922,331	3,019,200	3,126,400	3,213,293	3,297,535	3,377,157
Inventories	3,083	3,168	3,471	3,680	3,808	3,947	4,143	4,386	4,567	4,702
Other	581,757	597,809	634,386	660,302	684,761	702,254	728,275	760,769	785,698	805,903
Non-current assets classified as "held for sale"	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Total Current Assets	33,519,575	34,067,343	35,799,868	37,563,908	38,857,435	40,295,397	41,856,707	43,144,751	44,535,573	46,171,453
Non-Current Assets										
Receivables	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Infrastructure, Property, Plant & Equipment	343,072,661	345,334,468	343,637,969	341,746,549	341,182,591	341,430,467	342,364,547	344,184,193	345,988,761	347,677,599
Investment Property	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000
Other	5,242,048	5,386,685	5,716,273	5,949,792	6,170,185	6,327,810	6,562,280	6,855,072	7,079,699	7,261,767
Total Non-Current Assets	351,670,709	354,077,153	352,710,242	351,052,341	350,708,776	351,114,277	352,282,827	354,395,265	356,424,460	358,295,366
TOTAL ASSETS	385,190,284	388,144,496	388,510,110	388,616,249	389,566,211	391,409,674	394,139,534	397,540,016	400,960,033	404,466,819
LIABILITIES										
Current Liabilities										
Payables	6,121,218	6,213,784	6,421,807	6,574,366	6,731,225	6,854,455	7,023,020	7,225,715	7,378,396	7,506,037
Borrowings	251,663	437,026	460,275	484,807	510,692	538,010	566,838	526,524	486,150	408,133
Provisions	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209
Total Current Liabilities	11,459,091	11,737,019	11,968,291	12,145,382	12,328,126	12,478,674	12,676,067	12,838,448	12,950,755	13,000,379
Non-Current Liabilities										
Payables	112,359	115,434	120,921	125,256	129,561	133,280	137,942	143,261	148,016	152,276
Borrowings	4,825,923	6,276,668	5,816,393	5,331,587	4,820,895	4,282,885	3,716,047	3,189,523	2,703,373	2,295,240
Provisions	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791
Total Non-Current Liabilities	5,115,073	6,568,893	6,114,105	5,633,634	5,127,247	4,592,956	4,030,780	3,509,575	3,028,180	2,624,307
TOTAL LIABILITIES	16,574,164	18,305,912	18,082,396	17,779,016	17,455,373	17,071,630	16,706,847	16,348,023	15,978,935	15,624,686
Net Assets	368,616,120	369,838,584	370,427,714	370,837,233	372,110,838	374,338,044	377,432,687	381,191,993	384,981,098	388,842,133
EQUITY										
Accumulated Surplus	173,245,086	172,337,115	172,709,813	172,268,629	175,278,247	176,551,848	178,779,093	181,873,741	185,632,990	189,422,097
Revaluation Reserves	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000
Surplus / (Deficit) Operating	(187,966)	1,222,469	588,901	409,604	1,273,591	2,227,196	3,094,594	3,759,252	3,789,108	3,861,036
Total Equity	368,616,120	369,118,584	368,857,714	368,237,233	372,110,838	374,338,044	377,432,687	381,191,993	384,981,098	388,842,133

Cash Flow Statement
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 2 - 3% Rate Peg Increase plus

	2.50%	3.50%	4.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	
	<u>Budget</u> As at 30 June 2014	<u>Budget</u> As at 30 June 2015	<u>Budget</u> As at 30 June 2016	<u>Budget</u> As at 30 June 2017	<u>Budget</u> As at 30 June 2018	<u>Budget</u> As at 30 June 2019	<u>Budget</u> As at 30 June 2020	<u>Budget</u> As at 30 June 2021	<u>Budget</u> As at 30 June 2022	<u>Budget</u> As at 30 June 2023
	\$	\$	\$	\$						
Cash Flows from Operating Activities										
Receipts										
Rates & Annual Charges	19,935,299	21,437,818	22,676,378	24,068,610	25,647,865	27,341,193	29,154,776	31,097,417	32,083,589	33,079,295
User Charges & Fees	7,302,311	7,527,346	7,708,101	7,865,637	8,022,459	8,182,530	8,390,081	8,478,036	8,681,319	8,861,033
Interest & Investment Revenue Received	1,426,632	1,396,389	1,463,201	1,540,839	1,672,032	1,504,231	1,509,719	1,505,281	1,559,027	1,531,592
Grants & Contributions	8,872,967	7,047,249	6,446,907	5,839,156	5,955,337	6,254,513	6,371,338	6,485,467	6,592,622	6,706,708
Other	3,498,971	3,602,080	3,670,558	3,746,711	3,857,875	3,941,285	4,019,801	4,105,698	4,170,751	4,255,855
	41,036,179	41,010,882	41,965,145	43,060,953	45,155,568	47,223,752	49,445,715	51,671,899	53,087,308	54,434,483
Payments										
Employee Benefits & On-Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Materials & Contracts	7,740,810	8,420,769	9,333,163	9,822,986	10,149,405	10,476,923	11,040,416	11,714,530	12,149,019	12,475,631
Borrowing Costs	261,596	352,531	360,558	343,811	325,948	306,900	286,594	264,956	242,095	224,915
Other	7,933,014	8,064,941	8,250,383	8,423,434	8,761,532	8,882,027	9,072,074	9,320,049	9,534,676	9,741,258
	32,417,584	33,775,428	35,416,621	36,579,436	37,747,264	38,764,404	40,104,617	41,611,452	42,904,121	44,087,221
Net Cash provided (or used in) Operating Activities	8,618,595	7,235,454	6,548,524	6,481,517	7,408,304	8,459,348	9,341,098	10,060,447	10,183,187	10,347,262
Cash Flows from Investing Activities										
Receipts										
Sale of Infrastructure, Property, Plant & Equipment	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Payments										
Purchase of Infrastructure, Property, Plant & Equipment	16,508,794	8,890,194	4,843,194	4,710,194	6,125,194	6,975,194	7,725,194	8,675,194	8,725,194	8,675,194
Net Cash provided (or used in) Investing Activities	(16,258,794)	(8,390,194)	(4,493,194)	(4,360,194)	(5,750,194)	(6,625,194)	(7,375,194)	(8,325,194)	(8,375,194)	(8,325,194)
Cash Flows from Financing Activities										
Receipts										
Proceeds from Borrowings & Advances	1,000,000	2,000,000	0	0	0	0	0	0	0	0
Payments										
Repayment of Borrowings & Advances	226,000	363,893	437,026	460,275	484,807	510,692	538,010	566,838	526,524	486,150
Net Cash Flow provided (used in) Financing Activities	774,000	1,636,107	(437,026)	(460,275)	(484,807)	(510,692)	(538,010)	(566,838)	(526,524)	(486,150)
Net Increase / (Decrease) in Cash & Cash Equivalents	(6,866,200)	481,367	1,618,304	1,661,048	1,173,303	1,323,462	1,427,894	1,168,415	1,281,469	1,535,918
Cash at the beginning of the reporting period	26,802,711	19,936,512	20,417,879	22,036,183	23,697,231	24,870,534	26,193,996	27,621,890	28,790,305	30,071,774
Cash & Cash Equivalents - end of the year	19,936,512	20,417,879	22,036,183	23,697,231	24,870,534	26,193,996	27,621,890	28,790,305	30,071,774	31,607,692

SCENARIO 3
'IMPROVE SERVICE'
2013 – 2023

Forward Estimates of Income & Expenditure
Option 3 - 3% Rate Peg Increase plus

	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
Type	\$	\$	\$	\$						
Rates & Annual Charges	19,958,950	21,792,146	23,215,155	24,738,748	26,370,273	28,117,623	29,989,274	31,994,334	32,982,146	34,004,938
User Charges & Fees	7,390,833	7,545,400	7,729,619	7,883,625	8,040,820	8,201,271	8,415,051	8,486,365	8,707,102	8,881,391
Interest & Investment Revenue	1,393,050	1,404,150	1,476,074	1,554,365	1,683,768	1,517,050	1,523,550	1,518,050	1,569,050	1,543,050
Other Revenue	3,513,808	3,598,084	3,670,046	3,743,447	3,858,316	3,935,482	4,014,192	4,094,475	4,176,365	4,259,892
Operating Grants & Contributions	3,610,954	3,756,621	3,864,590	3,958,517	4,055,365	4,154,596	4,256,481	4,360,663	4,467,888	4,582,135
Capital Grants & Contributions	2,734,794	3,284,794	2,584,794	1,882,794	1,902,194	2,102,194	2,117,194	2,127,194	2,127,194	2,127,194
Total Operating Income	38,602,389	41,381,195	42,540,278	43,761,496	45,910,736.0	48,028,216.0	50,315,742.0	52,581,081.0	54,029,745.0	55,398,600.0
Operating Expenditure										
Type										
Employment Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Borrowing Costs	264,600	358,877	359,090	341,942	324,079	304,931	284,554	262,807	240,048	223,028
Materials & Contracts	8,110,357	8,622,175	9,481,701	10,045,205	10,287,523	11,072,748	11,641,936	12,144,214	12,544,401	12,818,632
Depreciation	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Other Expenses	7,865,547	8,082,102	8,289,488	8,451,140	8,787,682	8,900,729	9,099,893	9,349,788	9,656,228	9,944,657
Total Operating Expenditure	38,792,669	40,131,041	41,794,803	43,081,419	44,226,129	45,756,593	47,175,343	48,576,588	49,991,948	51,270,404
Operating Result	(190,280)	1,250,154	745,475	680,077	1,684,607	2,271,623	3,140,399	4,004,493	4,037,797	4,128,196
Net Operating Result before Capital Items	(2,925,074)	(2,034,640)	(1,839,319)	(1,202,717)	(217,587)	169,429	1,023,205	1,877,299	1,910,603	2,001,002
Funding Statement										
Operating Result	(190,280)	1,250,154	745,475	680,077	1,684,607	2,271,623	3,140,399	4,004,493	4,037,797	4,128,196
Add Back Non Cash Items										
Depreciation	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Total Non Cash Items	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Adjusted Operating Result	5,879,720	7,380,854	6,937,482	6,934,004	8,001,073	8,651,254	9,583,826	10,512,355	10,610,737	10,766,866
Source of Capital Funds										
Sale of Assets	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Loan Funds	1,000,000	2,000,000	-	-	-	-	-	-	-	-
Transferred From Section 94	4,161,000	500,000	350,000	150,000	540,000	800,000	540,000	550,000	540,000	340,000
Transferred From Reserves	8,432,000	1,885,000	688,000	600,000	750,000	740,000	750,000	800,000	650,000	700,000
Funds Available	19,722,720	12,265,854	8,325,482	8,034,004	9,666,073	10,541,254	11,223,826	12,212,355	12,150,737	12,156,866
Less Funds Utilised										
Acquisition of Assets	16,508,794	8,920,194	5,003,194	4,965,194	6,530,194	7,023,194	7,773,194	8,923,194	8,973,194	8,923,194
Loan Principal Repayment	226,000	363,903	436,803	460,364	484,799	510,685	537,967	566,793	526,532	486,150
Transfer to Section 94	2,187,600	2,187,600	2,237,600	1,535,600	1,555,000	1,755,000	1,770,000	1,780,000	1,780,000	1,780,000
Transfer to Reserves	765,000	765,000	615,000	1,005,000	1,065,000	1,215,000	1,065,000	865,000	815,000	915,000
Net Movement in Working Capital	35,326	29,157	32,885	67,846	31,080	37,375	77,665	77,368	56,011	52,522

Income Statement
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 3 - 3% Rate Peg Increase plus

	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
	<u>Budget</u> <u>2013-14</u>	<u>Budget</u> <u>2014-15</u>	<u>Budget</u> <u>2015-16</u>	<u>Budget</u> <u>2016-17</u>	<u>Budget</u> <u>2017-18</u>	<u>Budget</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Budget</u> <u>2022-23</u>
	\$	\$	\$	\$						
Income from Continuing Operations										
Rates & Annual Charges	19,958,950	21,792,146	23,215,155	24,738,748	26,370,273	28,117,623	29,989,274	31,994,334	32,982,146	34,004,938
User Charges & Fees	7,390,833	7,545,400	7,729,619	7,883,625	8,040,820	8,201,271	8,415,051	8,486,365	8,707,102	8,881,391
Interest & Investment Revenue	1,393,050	1,404,150	1,476,074	1,554,365	1,683,768	1,517,050	1,523,550	1,518,050	1,569,050	1,543,050
Other Revenues	3,513,808	3,598,084	3,670,046	3,743,447	3,858,316	3,935,482	4,014,192	4,094,475	4,176,365	4,259,892
Grants & Contributions provided for Operating Purposes	3,610,954	3,756,621	3,864,590	3,958,517	4,055,365	4,154,596	4,256,481	4,360,663	4,467,888	4,582,135
Grants & Contributions provided for Capital Purposes	2,734,794	3,284,794	2,584,794	1,882,794	1,902,194	2,102,194	2,117,194	2,127,194	2,127,194	2,127,194
Total Income From Continuing Operations	38,602,389	41,381,195	42,540,278	43,761,496	45,910,736	48,028,216	50,315,742	52,581,081	54,029,745	55,398,600
Expenses From Continuing Operations										
Employee Benefits & On-Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Borrowing Costs	264,600	358,877	359,090	341,942	324,079	304,931	284,554	262,807	240,048	223,028
Materials & Contracts	8,110,357	8,622,175	9,481,701	10,045,205	10,287,523	11,072,748	11,641,936	12,144,214	12,544,401	12,818,632
Depreciation & Amortisation	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Other Expenses	7,865,547	8,082,102	8,289,488	8,451,140	8,787,682	8,900,729	9,099,893	9,349,788	9,656,228	9,944,657
Total Expenses From Continuing Operations	38,792,669	40,131,041	41,794,803	43,081,419	44,226,129	45,756,593	47,175,343	48,576,588	49,991,948	51,270,404
Operating Result from Continuing Operations	(190,280)	1,250,154	745,475	680,077	1,684,607	2,271,623	3,140,399	4,004,493	4,037,797	4,128,196
Net Operating Result before Capital Items	(2,925,074)	(2,034,640)	(1,839,319)	(1,202,717)	(217,587)	169,429	1,023,205	1,877,299	1,910,603	2,001,002
Depreciation Contra	6,070,000	6,130,700	6,192,007	6,253,927	6,316,466	6,379,631	6,443,427	6,507,862	6,572,940	6,638,670
Disposal of Assets	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Operating Funds Available	3,394,926	4,596,060	4,702,688	5,401,210	6,473,879	6,899,060	7,816,632	8,735,161	8,833,543	8,989,672

Balance Sheet
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 3 - 3% Rate Peg Increase plus

	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	
	Budget									
	As at 30 June 2014	As at 30 June 2015	As at 30 June 2016	As at 30 June 2017	As at 30 June 2018	As at 30 June 2019	As at 30 June 2020	As at 30 June 2021	As at 30 June 2022	As at 30 June 2023
	\$	\$	\$	\$						
ASSETS										
Current Assets										
Cash & Cash Equivalents	19,936,512	20,365,111	21,969,012	23,643,576	24,839,902	26,091,753	27,509,967	28,700,366	29,980,806	31,536,424
Investments	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000	10,051,000
Receivables	2,622,223	2,681,065	2,763,620	2,844,081	2,941,151	3,039,068	3,147,749	3,236,403	3,321,341	3,401,795
Inventories	3,083	3,278	3,604	3,819	3,911	4,209	4,426	4,617	4,769	4,873
Other	581,757	608,281	647,132	673,538	694,617	727,327	755,307	782,697	808,428	828,918
Non-current assets classified as "held for sale"	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Total Current Assets	33,519,575	34,033,735	35,759,368	37,541,014	38,855,581	40,238,357	41,793,449	43,100,083	44,491,344	46,148,010
Non-Current Assets										
Receivables	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Infrastructure, Property, Plant & Equipment	343,072,661	345,364,468	343,827,969	342,191,549	342,032,591	342,328,467	343,310,547	345,378,193	347,430,761	349,367,599
Investment Property	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000	3,343,000
Other	5,242,048	5,481,043	5,831,121	6,069,061	6,258,997	6,553,740	6,805,854	7,052,658	7,284,518	7,469,140
Total Non-Current Assets	351,670,709	354,201,511	353,015,090	351,616,610	351,647,588	352,238,207	353,472,401	355,786,851	358,071,279	360,192,739
TOTAL ASSETS	385,190,284	388,235,246	388,774,458	389,157,624	390,503,169	392,476,564	395,265,850	398,886,934	402,562,623	406,340,749
LIABILITIES										
Current Liabilities										
Payables	6,121,218	6,273,453	6,495,951	6,652,701	6,792,164	6,997,013	7,176,683	7,352,953	7,510,221	7,639,697
Borrowings	251,663	437,026	460,275	484,807	510,692	538,010	566,838	526,524	486,150	408,133
Provisions	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209	5,086,209
Total Current Liabilities	11,459,091	11,796,688	12,042,435	12,223,717	12,389,065	12,621,232	12,829,730	12,965,686	13,082,580	13,134,039
Non-Current Liabilities										
Payables	112,359	116,515	122,238	126,623	130,579	135,870	140,734	145,526	150,364	154,653
Borrowings	4,825,923	6,276,668	5,816,393	5,331,587	4,820,895	4,282,885	3,716,047	3,189,523	2,703,373	2,295,240
Provisions	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791	176,791
Total Non-Current Liabilities	5,115,073	6,569,974	6,115,422	5,635,001	5,128,265	4,595,546	4,033,572	3,511,840	3,030,528	2,626,684
TOTAL LIABILITIES	16,574,164	18,366,662	18,157,857	17,858,718	17,517,330	17,216,778	16,863,302	16,477,526	16,113,108	15,760,723
Net Assets	368,616,120	369,868,584	370,616,601	371,298,906	372,985,839	375,259,786	378,402,548	382,409,408	386,449,515	390,580,026
EQUITY										
Accumulated Surplus	173,247,400	173,059,430	174,312,126	175,059,829	175,742,232	177,429,163	179,703,149	182,845,915	186,852,718	190,892,830
Revaluation Reserves	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000	195,559,000
Surplus / (Deficit) Operating	(190,280)	1,250,154	745,475	680,077	1,684,607	2,271,623	3,140,399	4,004,493	4,037,797	4,128,196
Total Equity	368,616,120	369,868,584	370,616,601	371,298,906	372,985,839	375,259,786	378,402,548	382,409,408	386,449,515	390,580,026

Cash Flow Statement
Delivery Program and Operational Plan 2013-14 to 2016-17

Option 3 - 3% Rate Peg Increase plus

	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
	<u>Budget</u>									
	<u>As at 30 June 2014</u>	<u>As at 30 June 2015</u>	<u>As at 30 June 2016</u>	<u>As at 30 June 2017</u>	<u>As at 30 June 2018</u>	<u>As at 30 June 2019</u>	<u>As at 30 June 2020</u>	<u>As at 30 June 2021</u>	<u>As at 30 June 2022</u>	<u>As at 30 June 2023</u>
	\$	\$	\$	\$						
Cash Flows from Operating Activities										
Receipts										
Rates & Annual Charges	19,935,299	21,747,686	23,180,643	24,701,796	26,330,704	28,075,245	29,943,881	31,945,705	32,958,189	33,980,133
User Charges & Fees	7,302,311	7,527,346	7,708,101	7,865,637	8,022,459	8,182,530	8,390,081	8,478,036	8,681,319	8,861,033
Interest & Investment Revenue Received	1,426,632	1,395,513	1,462,627	1,540,333	1,671,757	1,504,428	1,509,575	1,504,959	1,558,949	1,531,397
Grants & Contributions	8,872,967	7,047,249	6,446,907	5,839,156	5,955,337	6,254,513	6,371,338	6,485,467	6,592,622	6,706,708
Other	3,498,971	3,606,020	3,672,932	3,748,291	3,858,467	3,941,921	4,020,485	4,106,433	4,171,067	4,256,181
	41,036,179	41,323,814	42,471,210	43,695,213	45,838,724	47,958,637	50,235,360	52,520,600	53,962,146	55,335,452
Payments										
Employee Benefits & On-Costs	16,482,165	16,937,187	17,472,517	17,989,205	18,510,379	19,098,554	19,705,533	20,311,917	20,978,331	21,645,417
Materials & Contracts	7,740,810	8,767,664	9,696,062	10,189,255	10,400,924	11,251,686	11,793,835	12,292,792	12,682,844	12,927,406
Borrowing Costs	261,596	352,531	360,558	343,811	325,948	306,900	286,594	264,956	242,095	224,915
Other	7,933,014	8,053,746	8,247,952	8,422,909	8,765,146	8,865,759	9,069,981	9,320,505	9,628,718	9,922,752
	32,417,584	34,111,128	35,777,089	36,945,180	38,002,397	39,522,899	40,855,943	42,190,170	43,531,988	44,720,490
Net Cash provided (or used in) Operating Activities	8,618,595	7,212,686	6,694,121	6,750,033	7,836,327	8,435,738	9,379,417	10,330,430	10,430,158	10,614,962
Cash Flows from Investing Activities										
Receipts										
Sale of Infrastructure, Property, Plant & Equipment	250,000	500,000	350,000	350,000	375,000	350,000	350,000	350,000	350,000	350,000
Payments										
Purchase of Infrastructure, Property, Plant & Equipment	16,508,794	8,920,194	5,003,194	4,965,194	6,530,194	7,023,194	7,773,194	8,923,194	8,973,194	8,923,194
Net Cash provided (or used in) Investing Activities	(16,258,794)	(8,420,194)	(4,653,194)	(4,615,194)	(6,155,194)	(6,673,194)	(7,423,194)	(8,573,194)	(8,623,194)	(8,573,194)
Cash Flows from Financing Activities										
Receipts										
Proceeds from Borrowings & Advances	1,000,000	2,000,000	0	0	0	0	0	0	0	0
Payments										
Repayment of Borrowings & Advances	226,000	363,893	437,026	460,275	484,807	510,692	538,010	566,838	526,524	486,150
Net Cash Flow provided (used in) Financing Activities	774,000	1,636,107	(437,026)	(460,275)	(484,807)	(510,692)	(538,010)	(566,838)	(526,524)	(486,150)
Net Increase / (Decrease) in Cash & Cash Equivalents	(6,866,200)	428,599	1,603,901	1,674,564	1,196,326	1,251,852	1,418,213	1,190,398	1,280,440	1,555,618
Cash at the beginning of the reporting period	26,802,711	19,936,512	20,365,111	21,969,012	23,643,576	24,839,902	26,091,754	27,509,967	28,700,365	29,980,805
Cash & Cash Equivalents - end of the year	19,936,512	20,365,111	21,969,012	23,643,576	24,839,902	26,091,754	27,509,967	28,700,365	29,980,805	31,536,423