# Appendix C Scenario 2 - With continuation of the SRV for Infrastructure

## 10 Year Financial Plan for the Years ending 30 June 2024

### Projected Income Statement
**Scenario 2 - With continuation of SRV**

| $ '000 | Budget 2014/15 | Projected 2015/16 | Projected 2016/17 | Projected 2017/18 | Projected 2018/19 | Projected 2019/20 | Projected 2020/21 | Projected 2021/22 | Projected 2022/23 | Projected 2023/24 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Income from Continuing Operations** | | | | | | | | | | |
| Rates & Annual Charges | 74,044 | 76,233 | 80,746 | 83,702 | 86,253 | 89,055 | 91,784 | 94,609 | 97,650 | 100,792 |
| SRV for Infrastructure | 2,728 | 2,827 | 2,941 | 3,059 | 3,176 | 3,295 | 3,421 | 3,552 | 3,684 | 3,821 |
| User Charges & Fees | 15,700 | 16,467 | 17,070 | 17,537 | 17,853 | 18,200 | 18,533 | 18,875 | 19,248 | 16,170 |
| Interest & Investment Revenue | 3,743 | 3,881 | 4,723 | 5,126 | 5,685 | 5,731 | 5,459 | 6,264 | 7,400 | 7,856 |
| Other Revenues | 9,165 | 9,467 | 9,809 | 11,352 | 11,764 | 12,195 | 12,655 | 13,145 | 13,661 | 14,203 |
| Grants & Contributions for Operating Purpc | 5,906 | 6,086 | 6,217 | 6,341 | 6,402 | 6,531 | 6,664 | 6,800 | 6,939 | 7,081 |
| Grants & Contributions for Capital Purpos | 17,479 | 18,019 | 27,481 | 27,858 | 17,184 | 17,616 | 18,147 | 18,546 | 18,155 | 17,242 |
| ***Other Income:*** | | | | | | | | | | |
| Net gains from the disposal of assets | 3,745 | 10,338 | 6,464 | 8,952 | 7,597 | 2,282 | 4,245 | 3,646 | 2,805 | 2,529 |
| Total Income from Continuing Operations | **132,510** | **143,318** | **155,451** | **163,927** | **155,914** | **154,905** | **160,908** | **165,437** | **169,542** | **169,694** |
| Total Income excluding Proceeds from Asset Sales & Capital Income | **111,286** | **114,961** | **121,506** | **127,117** | **131,133** | **135,007** | **138,516** | **143,245** | **148,582** | **149,923** |
| **Expenses from Continuing Operations** | | | | | | | | | | |
| Employee Benefits & On-Costs | 36,620 | 37,528 | 38,896 | 40,490 | 42,211 | 44,150 | 46,367 | 48,840 | 50,396 | 51,956 |
| Borrowing Costs | 2,091 | 1,198 | 497 | 160 | 113 | 73 | 46 | 29 | 8 | - |
| Materials & Contracts | 34,791 | 35,495 | 36,404 | 37,341 | 38,248 | 39,179 | 40,163 | 41,174 | 42,181 | 40,753 |
| Depreciation & Amortisation | 19,486 | 19,955 | 21,041 | 21,656 | 23,353 | 23,713 | 25,439 | 26,008 | 26,392 | 26,638 |
| Other Expenses | 15,755 | 16,145 | 16,573 | 16,991 | 17,419 | 17,858 | 18,310 | 18,772 | 19,246 | 19,212 |
| Other Operational Projects Expenses | 2,821 | 2,970 | 3,369 | 3,478 | 3,070 | 3,853 | 4,571 | 3,939 | 4,162 | 4,346 |
| Total Expenses from Continuing Operations | **111,564** | **113,291** | **116,780** | **120,116** | **124,414** | **128,826** | **134,896** | **138,762** | **142,385** | **142,905** |
| **Net Operating Result for the Year** | **20,946** | **30,027** | **38,671** | **43,811** | **31,500** | **26,079** | **26,012** | **26,675** | **27,157** | **26,789** |
| **Net Operating Result for the year before Grants & Contributions provided for Capital Purposes** | **3,467** | **12,008** | **11,190** | **15,953** | **14,316** | **8,463** | **7,865** | **8,129** | **9,002** | **9,547** |
| Net Operating Result before Grants & Contributions for Capital Purposes & Asset Sales | **- 278** | **1,670** | **4,726** | **7,001** | **6,719** | **6,181** | **3,620** | **4,483** | **6,197** | **7,018** |

## 10 Year Financial Plan for the Years ending 30 June 2024

### Projected Balance Sheet
Scenario 2 - With continuation of SRV

| $ '000 | Budget 2014/15 | Projected 2015/16 | Projected 2016/17 | Projected 2017/18 | Projected 2018/19 | Projected 2019/20 | Projected 2020/21 | Projected 2021/22 | Projected 2022/23 | Projected 2023/24 |
|---|---|---|---|---|---|---|---|---|---|---|
| **ASSETS** | | | | | | | | | | |
| **Current Assets** | | | | | | | | | | |
| Cash & Cash Equivalents | 10,732 | 1,000 | 12,232 | 10,479 | 35,155 | 14,832 | 26,630 | 45,467 | 69,918 | 64,242 |
| Investments | 49,061 | 47,083 | 49,061 | 49,061 | 49,061 | 49,061 | 49,061 | 49,061 | 49,061 | 49,061 |
| Receivables | 9,071 | 9,391 | 11,009 | 11,481 | 10,349 | 10,617 | 10,857 | 11,228 | 11,554 | 11,282 |
| Inventories | 118 | 121 | 124 | 127 | 130 | 133 | 137 | 140 | 143 | 139 |
| Other | 1,334 | 1,365 | 1,409 | 1,445 | 1,468 | 1,522 | 1,576 | 1,597 | 1,640 | 1,608 |
| Non-Current Asets Held for Sale | 5,000 | 7,000 | 1,200 | 2,500 | 550 | 1,500 | 2,500 | 3,500 | 2,000 | - |
| **Total Current Assets** | **75,317** | **65,960** | **75,035** | **75,093** | **96,713** | **77,665** | **90,761** | **110,994** | **134,317** | **126,332** |
| **Non-Current Assets** | | | | | | | | | | |
| Investments | 28,814 | 28,814 | 28,814 | 28,814 | 28,814 | 28,814 | 28,814 | 28,814 | 28,814 | 28,814 |
| Receivables | 221 | 228 | 241 | 250 | 258 | 266 | 274 | 283 | 292 | 302 |
| Infrastructure, Property, Plant & Equipmen | 979,504 | 1,002,536 | 1,018,405 | 1,062,768 | 1,072,247 | 1,118,478 | 1,131,755 | 1,138,906 | 1,143,744 | 1,179,568 |
| Intangible Assets | 833 | 805 | 732 | 743 | 657 | 589 | 534 | 491 | 456 | 428 |
| **Total Non-Current Assets** | **1,009,372** | **1,032,383** | **1,048,192** | **1,092,575** | **1,101,975** | **1,148,147** | **1,161,377** | **1,168,494** | **1,173,306** | **1,209,111** |
| **TOTAL ASSETS** | **1,084,689** | **1,098,343** | **1,123,227** | **1,167,668** | **1,198,689** | **1,225,812** | **1,252,138** | **1,279,488** | **1,307,623** | **1,335,444** |
| **LIABILITIES** | | | | | | | | | | |
| **Current Liabilities** | | | | | | | | | | |
| Payables | 12,910 | 13,476 | 13,726 | 14,566 | 14,222 | 15,227 | 15,148 | 15,391 | 15,718 | 15,877 |
| Borrowings | 2,016 | 1,348 | 855 | 813 | 672 | 360 | 180 | - | - | - |
| Provisions | 11,376 | 12,059 | 12,662 | 13,295 | 13,960 | 14,658 | 15,390 | 16,160 | 16,968 | 17,816 |
| **Total Current Liabilities** | **26,302** | **26,882** | **27,243** | **28,674** | **28,854** | **30,245** | **30,718** | **31,551** | **32,686** | **33,693** |
| **Non-Current Liabilities** | | | | | | | | | | |
| Payables | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 34,498 | 17,526 | 3,361 | 2,542 | 1,864 | 1,497 | 1,317 | 1,137 | 957 | 957 |
| Provisions | 323 | 343 | 360 | 378 | 397 | 417 | 438 | 460 | 483 | 507 |
| **Total Non-Current Liabilities** | **34,821** | **17,869** | **3,721** | **2,920** | **2,261** | **1,914** | **1,755** | **1,597** | **1,440** | **1,464** |
| **TOTAL LIABILITIES** | **61,124** | **44,751** | **30,964** | **31,594** | **31,115** | **32,159** | **32,473** | **33,148** | **34,126** | **35,158** |
| Net Assets | **1,023,565** | **1,053,592** | **1,092,263** | **1,136,074** | **1,167,574** | **1,193,653** | **1,219,665** | **1,246,340** | **1,273,497** | **1,300,286** |
| **EQUITY** | | | | | | | | | | |
| Retained Earnings | 707,947 | 737,974 | 776,645 | 820,456 | 851,956 | 878,035 | 904,047 | 930,722 | 931,204 | 957,511 |
| Revaluation Reserves | 315,618 | 315,618 | 315,618 | 315,618 | 315,618 | 315,618 | 315,618 | 315,618 | 342,293 | 342,775 |
| **Council Equity Interest** | **1,023,565** | **1,053,592** | **1,092,263** | **1,136,074** | **1,167,574** | **1,193,653** | **1,219,665** | **1,246,340** | **1,273,497** | **1,300,286** |
| Total Equity | **1,023,565** | **1,053,592** | **1,092,263** | **1,136,074** | **1,167,574** | **1,193,653** | **1,219,665** | **1,246,340** | **1,273,497** | **1,300,286** |

## 10 Year Financial Plan for the Years ending 30 June 2024

### Projected Cash Flow Statement
**Scenario 2 - With continuation of SRV**

| $ '000 | Budget 2014/15 | Projected 2015/16 | Projected 2016/17 | Projected 2017/18 | Projected 2018/19 | Projected 2019/20 | Projected 2020/21 | Projected 2021/22 | Projected 2022/23 | Projected 2023/24 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Cash Flows from Operating Activities** | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Rates & Annual Charges | 76,058 | 78,734 | 82,055 | 86,281 | 90,553 | 92,074 | 94,957 | 97,781 | 100,999 | 104,875 |
| User Charges & Fees | 15,700 | 16,467 | 17,070 | 17,537 | 17,853 | 18,200 | 18,533 | 18,875 | 19,248 | 16,170 |
| Investment & Interest Revenue Received | 3,743 | 3,881 | 4,723 | 5,126 | 5,685 | 5,731 | 5,459 | 6,264 | 7,400 | 7,856 |
| Grants & Contributions | 23,385 | 24,105 | 33,698 | 34,199 | 23,586 | 24,147 | 24,811 | 25,346 | 25,094 | 24,323 |
| Bonds, Deposits & Retention amounts received | 90 | 80 | 75 | - | - | - | - | - | - | - |
| Other | 9,121 | 9,436 | 9,766 | 11,315 | 11,741 | 12,141 | 12,601 | 13,124 | 13,618 | 14,235 |
| Payments: | | | | | | | | | - | - |
| Employee Benefits & On-Costs | - 35,856 | - 36,826 | - 38,276 | - 39,839 | - 41,527 | - 43,432 | - 45,613 | - 48,049 | - 49,565 | - 51,083 |
| Materials & Contracts | - 34,424 | - 34,930 | - 36,154 | - 36,501 | - 38,592 | - 38,174 | - 40,243 | - 40,931 | - 41,854 | - 40,594 |
| Borrowing Costs | - 922 | - 331 | - 224 | - 160 | - 113 | - 73 | - 46 | - 29 | - 8 | - |
| Bonds, Deposits & Retention amounts refunded | - 90 | - 80 | - 75 | - | - | - | - | - | - | - |
| Other | - 18,576 | - 19,115 | - 19,942 | - 20,469 | - 20,489 | - 21,711 | - 22,881 | - 22,711 | - 23,408 | - 23,558 |
| **Net Cash provided (or used in) Operating Activities** | **38,229** | **41,421** | **52,716** | **57,490** | **48,697** | **48,903** | **47,578** | **49,671** | **51,525** | **52,224** |
| **Cash Flows from Investing Activities** | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Sale of Infrastructure, Property, Plant & Equipment | 12,083 | 15,338 | 13,464 | 10,152 | 10,097 | 2,832 | 5,745 | 6,146 | 6,305 | 4,529 |
| Payments: | | | | | | | | | | |
| Purchase of Infrastructure, Property, Plant & Equipment | - 33,735 | - 47,959 | - 43,837 | - 68,533 | - 33,299 | - 71,380 | - 41,164 | - 36,620 | - 33,198 | - 62,429 |
| **Net Cash provided in Investing Activities** | **- 21,652** | **- 32,621** | **- 30,373** | **- 58,381** | **- 23,202** | **- 68,548** | **- 35,419** | **- 30,474** | **- 26,893** | **- 57,900** |
| **Cash Flows from Financing Activities** | | | | | | | | | | |
| Receipts: | | | | | | | | | | |
| Proceeds from Borrowings & Advances | 930 | - | - | - | - | - | - | - | - | - |
| Payments: | | | | | | | | | | |
| Repayment of Borrowings & Advances | - 12,270 | - 18,531 | - 11,111 | - 861 | - 819 | - 679 | - 360 | - 360 | - 180 | |
| **Net Cash Flow provided in Financing Activities** | **- 11,340** | **- 18,531** | **- 11,111** | **- 861** | **- 819** | **- 679** | **- 360** | **- 360** | **- 180** | **-** |
| **Net Increase/(Decrease) in Cash & Cash Equivalents** | **5,237** | **- 9,731** | **11,232** | **- 1,753** | **24,676** | **- 20,324** | **11,799** | **18,837** | **24,452** | **- 5,676** |
| plus: Cash & Cash Equivalents - beginning of year | 5,495 | 10,732 | 1,001 | 12,232 | 10,479 | 35,155 | 14,831 | 26,630 | 45,467 | 69,918 |
| **Cash & Cash Equivalents - end of the year** | **10,732** | **1,001** | **12,232** | **10,479** | **35,155** | **14,831** | **26,630** | **45,467** | **69,918** | **64,242** |
| plus: Investments on hand - end of year | 77,875 | 75,897 | 77,875 | 77,875 | 77,875 | 77,875 | 77,875 | 77,875 | 77,875 | 77,875 |
| **Total Cash, Cash Equivalents & Investments** | **88,607** | **76,898** | **90,107** | **88,354** | **113,030** | **92,706** | **104,505** | **123,342** | **147,793** | **142,117** |