

# LONG TERM FINANCIAL PLAN

December 2013

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## Executive Summary

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. It is a decision making and problem solving tool but is not intended to be set in concrete, it is a guide for future action. The modelling that occurs as part of the plan will provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The Long Term Financial Plan is built on the following foundations:

- Planning assumptions used to develop the plan;
- Revenue forecasts; and
- Expenditure forecasts

The Long Term Financial Plan also includes financial modelling of 2 different scenarios; being:

1. Base Case Scenario – shows the financial results of delivering essential services, with increasing rates by the rate peg limit over the term of the plan.
2. Scenario 1 – shows the financial results of delivering enhanced levels of service, by increasing rates above the rate peg limit by 5% in 2014/2015 which remains permanently in the rate base. Rate peg applies from 2015/2016 thereafter for the term of the plan.

Scenario 1 is the most prudent option for Council's longer term financial health. Council's main objective in investing in infrastructure can be achieved by increasing rates above the rate peg by 5% in the first year of the plan.

The Base Case scenario allows Council to maintain 'business as usual' approach. The objective of increasing investment in infrastructure is not achievable.

## Introduction

The development of a Long Term Financial Plan (LTFP) is vital for informing both Council and our community about the long-term financial position of our organisation.



A LTFP is essentially a financial projection, quantifying the cost of providing Council's services for the next 10 years. It is more comprehensive than a budget and includes, in addition to the financial statements, a written commentary and scenario options. It projects the impact of Council's revenue against operational and capital expenditure forecasts. Our projections take into account assumptions for economic factors, changes to service delivery levels, potential future changes to our service mix and major capital (asset) expenses.

The aim of our LTFP is to not only ensure the financial sustainability of Council over the longer term, but also provide for the maintenance and construction of Council's assets into the future.

Our Long Term Financial Plan provides:

- An indication of the future financial position of Council based on delivering service levels as outlined in our Delivery Program and Asset Management Strategy and Plans;
- A projection of the costs of long-term strategic decisions to inform debate;
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels;
- A method to determine the risks of embarking on future strategic directions;
- A capability for Council and the community to test scenarios of different policies and service levels;
- A mechanism to test the sensitivity and robustness of key assumptions underpinning a range of strategic planning options; and
- A vital contribution to the development of Council's Asset Management Strategy and plans.

## Long Term Financial Plan Structure and Format

Council's financial structure is divided into three separate funds: General, Water and Sewerage. These funds are subject to legislative restrictions such that monetary transfers between funds are not permitted. They could be considered to be three separate businesses however they can also be combined to present a single consolidated result.

The Long Term Financial Plan is presented for both consolidated and individual fund/s using the *Annual Financial Statements* format of:

<i>Income Statement:</i>	Presents the operating result and change in net assets from operations for the year.
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*Balance Sheet:* Discloses the assets, liabilities and equity of Council.

*Cash Flow Statement:* Shows the cash flows associated with Council's operating, financing and investing activities.

*Key Performance Indicators:* Used to assess the financial health of Council.

## **Long Term Financial Plan Assumptions**

The LTFP requires Council to identify all material items of revenue and expenditure, and determine the external and internal influences which could significantly impact on Council's finances.

In preparing the 2014/2015 LTFP, the following underpinning principles have been adopted:

### **Market Driven Planning Assumptions**

#### ***Population Growth***

Singleton is experiencing continued growth, which has largely been associated with the expansion of mining in the region.

Population growth has been estimated at an average annual growth rate of 1.10%. This estimate has been sourced from Buchan Consulting Analysis, February 2011.

#### ***Inflation (Consumer Price Index)***

The Governor of the Reserve Bank of Australia and the Federal Treasurer agree that the appropriate target for monetary policy in Australia is to achieve an information rate of 2-3 per cent, on average, over the cycle. In Council's LTFP it has been assumed CPI at 3% per annum over the life of the plan.



This assumption has been applied across discretionary budget allocations, where specific data modelling or specific internal assumptions cannot be determined or where the amounts are determined as immaterial. Applying this increase across Council's discretionary budget allocations ensures that Council budget reflects projected movements in real dollar terms.

### ***Revenue Assumptions***

The major sources of revenue for Council are:

1. Rates and annual charges
2. User charges and fees
3. Grants
4. Contributions and donations
5. Interest
6. Other Revenues

### ***Rates and Annual Charges***

Rating is a major component of Council's revenue base, contributing approximately 42% of Council's revenue.

#### **General Fund**

Council's 2014/2015 rate yield has been increased by 2.3% in line with the determination of the Independent Pricing and Regulatory Tribunal (IPART), which was released on 2 December 2013. Thereafter, a 3% rate peg has been assumed for the term of the plan.

Included in Council's Notional Yield are two Special Variation increases totalling \$883,497 which are detailed below:

An amount of \$343,497, approved by the Minister for Local Government on the 28th June 2002, to cover the costs associated with loan repayments for infrastructure renewal, for a period of 15 years. The 2014/2015 financial year is the thirteenth year of the 15-year period.



An amount of \$540,000, approved in June 2006 by the Deputy Director-General, Department of Local Government, on an ongoing basis to fund the identified funding shortfall within the Parks and Facilities Infrastructure Asset Management Strategy.

The 2017/2018 year shows a reduction in General Rate Income of \$500,763 following the repayment of the infrastructure loan that was offset by the 2002 Special Variation.

### **Waste Management**

A 3.5% increase in the overall waste management annual charges has been factored in for the 2014/2015 financial year. The increase for each year thereafter for ordinary waste management annual charges will be 3%.

### **Water Supply**

The water supply annual charges and usage charges have been set in accordance with reference to the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines.

### **Sewerage Services**

An increase of 3% in the sewerage annual charge has been provided for the 2014/2015 financial year and subsequent years in line with CPI. The sewerage supply annual charges and usage charges have been set in accordance with the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines.

## ***User Charges and Fees***

Many of the services provided by Council are offered on a user pays basis. There are however, other considerations when determining an appropriate fee for some services.

The relevant fee or charge is determined having regard to the following:-

- Economic Cost
- Community Service
- Regulated Charges
- User Pays Principle
- Market Forces



- Cost Plus
- Section 94

The majority of fees and charges in the base model are increased by the Consumer Price Index (CPI) All Groups Sydney for the 12 months to the December quarter each year.

Council has included a 3.5% CPI increase in the majority of fees and charges for 2014/2015 and thereafter assumed a 3.0% CPI increase to fees and charges for the life of the plan.

### ***Grants***

Council receives general purpose Financial Assistance Grants from the Commonwealth Government and may also receive other grants and subsidies through specific programs.

The LTFP assumes that the financial assistance grant will increase at a rate of 3% per year.

The majority of other grants that Council receives are for specific projects. The expected grant income is included in the year that the grant is to be expended. Council maximises grant funding opportunities by contributing addition funds to match the funds available.

Where the grant funding is not forthcoming the grant component of the project is either deleted or deferred.

### ***Contributions and Donations***

The majority of revenue from contributions and donations are developer contributions.

These contributions must be expended on the works that the contributions were raised for. The revenue from these contributions is strongly linked to growth within the area.

Included in the 2014/2015 operational budget is funding that will be made available to Council under a Voluntary Planning Agreement. Contributions under Voluntary Planning Agreements will play an important part in Council's future budgets as a source of income to assist Council to fund asset maintenance.





### ***Interest and Investments***

Interest on investments will vary depending on the amount of investments that Council has at any point in time. The LTFP calculates the interest on investments based on an average of the beginning and ending investment balance in any one year.

An assumed interest rate of 4% over the life of the plan has been applied to all of Council's investments.

The interest rate applied to outstanding rates and charges is in accordance with advice from the Division of Local Government. The interest rate for 2013/2014 was 10%.

### ***Other Revenues***

This category includes revenues such as fines, library charges, insurance claims. An increase over the life of the plan of 3% has been included.

### ***Cash Reserves***

An alternative to borrowing for expenditure is to build up cash reserves in years when expenditure for a particular purpose is lower, for use in years when higher expenditure will occur. Council has a number of reserves that are set aside for specific purposes. Other reserves have an allocated amount transferred into them each year. The funds in reserves can be utilised to maximise grant funding opportunities as they arise.

### ***Borrowings***

Council finances some of its major infrastructure expenditure through borrowings. Borrowing allows the cost of these projects to be spread over a number of years in order to facilitate inter-generational equity for these long-lived assets. Borrowings can also be used to smooth out long-term expenditure peaks and troughs.

A loan of \$1,320,000 is to be renegotiated in 2015/2016. It has been assumed that this renewal loan will incur an interest rate of 6%.



### ***Expenditure forecasts/assumptions***

The Community Strategic Plan has given Council an indication of the community's expectations for the future. Balancing expectations, uncertainty of future revenues and expenditure forecasts is a challenging aspect of the financial planning process.

In developing expenditure forecasts Council has considered not only the new expenditure items that are proposed in the Community Strategic Plan, but also Council's ongoing commitments. Much of Council's expenditure is regular and ongoing.

The workforce and asset management plans are key sources of information about such expenditure along with the repayment schedule of borrowings.

### ***Employee benefits and on-costs***

The individual cost of each employee is calculated as part of the Operational Plan. All on-costs associated with the employment of staff are included.

The LTFP assumes an increase each year of 3.5% to cover award provision increases.

In preparing the LTFP reference has been made to the Workforce Plan which forms part of Council's Resource Strategy.

### ***Materials and Contracts***

Materials and contracts is one of the largest items on Council's income statement. It covers all materials used in operational activities along with major ongoing operational contracts such as the domestic waste contract.

Budgets in the Operational Plan reflect all known information in relation to contracts and the LTFP assumes a 3% or reference is made to the LGCI increase to materials and contracts expense over the life of the plan.

### ***Borrowing Costs***

Borrowing costs for each of Council's loans are calculated for each year and included in the LTFP. Future borrowings are included at an assumed interest rate of 6%.



## ***Depreciation and Amortisation***

Depreciation expenses have been adjusted to reflect the additions and disposal of assets over the life of the LTFP.

## ***Other Expenses***

This category includes a number of expense items including payments to other levels of government, electricity costs, telephone charges, Council expenses, valuation fees, insurance, bank charges, street lighting etc.

Payment to other levels of government – This includes payments for the Waste & Environmental Levy, Rural and Local fire brigades and contributions towards the State Emergency Service. Based on historical data the fire and state emergency services levies are assumed to increase by 5% per annum. The waste and environmental levy is to increase by \$10 per tonne until mid 2015 when it will be more than \$70.00 per tonne for all waste going into landfill. Council will receive a performance rebate, however this will be significantly less than the levy charged. Both the levy and the rebate have been included in the LTFP.

Electricity – There have been large increases in electricity charges over the last few years. Council was only subject to some of these increases due to our electricity contract. A 10% increase has been included in the LTFP to cover future increases in electricity charges.

Telephone Costs – Council entered into a telephone contract a few years ago which has reduced the price of fixed line and mobile phones significantly. All phone allocations have been increased by 3% over the life of the plan.

Council Expenses – This expense has been increased by 3% over the life of the plan. Council is due to have a Council election in 2016/2017. The cost of the election (\$180k) has been included in that year. The indexed cost of an election has been included every four years after 2016/2017.

Valuation Fees – This expense has increased over the past two years as the service is now provided by a private operator when it was previously provided by the Valuer General. Information received to date indicates that with the growth in assessments a 5% yearly increase will need to be applied.

Insurance and Bank Charges – It is assumed that these will increase at 3% per annum.






## Financial Performance Indicators

The financial performance indicators are intended to be indicative of the financial health and good business management practices being conducted at Singleton Council.

A colour coded 'traffic light' system has been developed to rate and present the relative position of Council's financial performance under the financial performance indicators.

The financial performance indicators calculated for each scenario are shown in the table below.

Financial Performance Indicator	Traffic Light Indicator		
			
Operating Result	3 successive surpluses	Surplus	deficit
Unrestricted Current Ratio	>2	1-2	<1
Debt Service Ratio	<10%	>10% <15%	>15%
Building & Infrastructure Renewals Ratio	>100%	N/A	<100%

### Operational Result before Capital Grants and Contributions

The issue for Council is whether operating surpluses are being achieved or can be maintained in the current fiscal regime. This indicator is calculated by taking the income from continuing operations less grants and contributions provided for capital purposes less expenses from continuing operations.

### Unrestricted Current Ratio

This is a ratio of current assets to current liabilities after accounting for external reserves. This ratio demonstrates the ability of Council to satisfy our financial obligations in the short term, excluding the assistance of externally restricted funds.



### Debt Service Ratio

This ratio demonstrates the cost of servicing Council's debt obligations (principal + interest) with available revenue from ordinary activities.

### Building and Infrastructure Renewals Ratio

This measure is intended to reflect the extent to which Council is maintaining the condition of its assets. It is an indicator of the condition and cost to maintain public infrastructure and building assets which is assessed against annual depreciation.

## **Asset Management**

Council's Asset Management Strategy specifies what is required to improve Council's asset management capability and meet its objectives, while its asset management plan sets the parameters around the condition of assets to be modelled and costed.

The costs resulting from Council's Asset Management Plans are capital costs such as new assets, renewals, rehabilitation and non-capital expenditure such as maintenance, operating costs and depreciation. All asset related expenditure identified in the Asset Management Plans will be considered when completing the LTFP, along with various funding options to support the plan which would include any anticipated gains from the sale of assets.

Individual plans have been developed for transport, stormwater, water, sewerage, parks & recreation and building assets.

As at 30 June 2012 Council has an identified infrastructure backlog of \$15.205 million.

Increasing rates is one option to address the problem of ageing assets. There are however, a number of other options available to Council to fund the maintenance and management of its major infrastructure. The following outlines various approaches that Council can look at to fund the infrastructure backlog:

- Disposal of surplus and under utilised assets
- More efficient use and operation of assets by turning them into income producing opportunities.  
This might be done by increasing their functionality
- Choosing low cost strategies over high cost strategies
- Re-evaluation of service levels and standards



- Changing the composition of capital spending from new to renewal
- Making forward provision for renewal by reducing debt to create future borrowing capacity
- Creating cash reserves for asset replacement
- Carrying out cost/benefit analyses on the services being provided to ensure that the best value is being achieved.

As shown under the scenario section of the LTFP Council has completed a scenario that addresses the infrastructure backlog.

## **Performance Monitoring**

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

### ***Recurrent Sustainability***

Recurrent sustainability means that Council is able to fund their recurrent expenditures from recurrent revenues, and so avoid using capital revenues for this purpose or running recurring operating deficits. Recurrent revenues do not necessarily have to align with recurrent expenditures in any one year, but should do so over a period of five years (medium term).

To maintain recurrent sustainability, Council will need to match cost increases or growth in the services provided with similar increases in revenue over the medium term. Council therefore needs to be able to adjust revenues in response to local environment and demands from the community.

Under IPART's definition, if Council's recurrent costs from operations are met from its recurrent revenues over the medium term and not partly funded from its capital revenues (e.g. proceeds from assets sales, developer contributions and capital grants), then it will be considered financial sustainable on a recurrent basis.

But if it reports operating deficits greater than 10% of its operating revenues in any one year, it is considered financially unsustainable.

Recurrent sustainability can be assessed using the following indicators:



1. The operating balance ratio, which is a measure of the operating result (excluding capital), relative to operational revenue.
2. The rates coverage ratio, which is an indicator of Council's reliance on rates and other charges, relative to other revenues (such as grants) to cover its operating costs, and
3. The current ratio, which is an indicator of Council's liquidity.
4. Rates and annual charges outstanding percentage, which assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

The majority of the following benchmarks were selected by IPART when undertaking the "Revenue Framework for Local Government" review and are used to assess Council's financial recurrent sustainability;

The recurrent sustainability benchmarks are as follows:

Ratio	Benchmark
Operating balance ratio Operating deficit	<10% of revenue
Rates coverage ratio	Greater than 40%
Unrestricted current Ratio	1.5 times
Rates and annual charges outstanding percentage	Less than 6%

## Capital Sustainability

Capital sustainability means that Council is able to fund infrastructure (both new and renewals) and asset maintenance to a level sufficient to ensure it can provide affordable services that meet Council's agreed standards over a 10-year period. This may require the appropriate use of debt. Therefore, to achieve capital sustainability Council must be able to maintain and renew its existing assets as well as provide new infrastructure and make appropriate use of debt.

Under IPART's definition of capital sustainability, Council is considered to be financially sustainable when its service and infrastructure levels and standards are met over a 10-year period, according to a long-term plan and consistent with key financial benchmarks – that is, where Council's long term financial requirements are matched by its long-term financial capacity. Council is considered to be financially unsustainable on a capital basis if it is not able to meet its asset renewal requirements over a 10-year period.



Capital sustainability can be assessed using the following indicators:

1. The capital expenditure ratio, which is asset purchases (infrastructure, property, plant and equipment), divided by depreciation expense.
2. Debt service ratio which is the net debt service cost divided by revenue from continuing operations.
3. Broad liabilities ratio, which is the total debt plus cost to clear infrastructure backlog divided by operating revenue.
4. Building and infrastructure renewal ratio, which is the asset renewal expenditure for buildings and infrastructure divided by the depreciation expense for buildings and infrastructure.

The capital sustainability benchmarks are as follows:

Ratio	Benchmark
Capital expenditure ratio	Greater than 1.0
Debt service ratio	Greater than zero but less than 20%
Broad liabilities ratio	Greater than zero but less than 60%
Building and infrastructure renewal ratio	= 100%

## Financial Modelling

The LTFP includes financial modelling of different scenarios. Scenario testing provides the Council with an idea of how much flexibility is in the Plan and how much latitude it has with various projects.

These models are important when discussing the financial implications of the Community Strategic Plan with residents and will also assist Council in developing suitable actions for the Delivery Program.





## **Scenario Overview and Assumptions**

### **Base Case**

The Base Case models the continuation of councils services as currently provided. It assumes Council will continue to achieve a balance operating budget by closing any gap between revenue and expenditure by seeing improved efficiency gains in service delivery.

### **Scenario 1**

As per the Base Case model but additional funds have been allocated to Council's road network to bring this asset class up to a satisfactory level as detailed in Council's Asset Management Plan. This Scenario includes a 5% Special Rate Variation in the 2014/2015 financial year which has been estimated to generate an additional \$700,000 in rate revenue which has been allocated towards covering the identified maintenance shortfall on Council's road network as identified in Council's Special Schedule 7 "Conditions of public works" as at 30 June 2013.



## ATTACHMENTS – Base Case

Fund Attachment		Attachment No.
Consolidated	Income Statement	1
	Balance Sheet	2
	Cash Flow Statement	3
General Fund	Income Statement	4
	Balance Sheet	5
	Cash Flow Statement	6
	Key Performance Indicators	7
Water Fund	Income Statement	8
	Balance Sheet	9
	Cash Flow Statement	10
Sewer Fund	Income Statement	11
	Balance Sheet	12
	Cash Flow Statement	13



## Attachment 1

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
<b>INCOME STATEMENT - CONSOLIDATED</b>											
<b>Scenario: Base Case</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Projected Years</b>					
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
						<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	20,885	21,414	22,154	22,819	23,003	23,693	24,404	25,136	25,890	26,667	27,467
User Charges & Fees	11,236	11,566	11,912	12,270	12,638	13,017	13,408	13,810	14,224	14,651	15,090
Interest & Investment Revenue	2,536	2,514	2,590	2,668	2,748	2,830	2,915	3,002	3,092	3,185	3,281
Other Revenues	404	416	428	441	454	468	482	496	511	540	556
Grants & Contributions provided for Operating Purposes	6,458	6,575	6,752	6,931	7,115	7,308	7,506	7,711	7,921	8,081	8,301
Grants & Contributions provided for Capital Purposes	1,778	1,559	1,606	1,621	1,653	1,686	1,720	1,756	1,792	1,829	2,189
<b>Other Income:</b>											
Net gains from the disposal of assets	1,338	3,079	2,995	3,680	3,256	2,065	1,804	1,607	1,472	1,853	-
<b>Total Income from Continuing Operations</b>	<b>44,633</b>	<b>47,123</b>	<b>48,438</b>	<b>50,429</b>	<b>50,866</b>	<b>51,067</b>	<b>52,239</b>	<b>53,518</b>	<b>54,903</b>	<b>56,806</b>	<b>56,884</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	13,803	14,199	14,625	15,063	15,515	15,981	16,460	16,954	17,462	17,986	18,526
Borrowing Costs	902	1,000	952	850	501	426	346	263	187	110	49
Materials & Contracts	14,224	13,415	13,831	14,371	14,605	14,958	15,457	16,157	16,367	16,826	17,232
Depreciation & Amortisation	11,636	11,959	12,291	12,633	12,085	12,447	12,820	13,205	13,601	14,009	14,289
Other Expenses	4,776	4,901	5,043	5,191	5,350	5,510	5,672	5,845	6,021	6,198	6,384
<b>Total Expenses from Continuing Operations</b>	<b>45,341</b>	<b>45,474</b>	<b>46,742</b>	<b>48,109</b>	<b>48,061</b>	<b>49,322</b>	<b>50,755</b>	<b>52,424</b>	<b>53,638</b>	<b>55,130</b>	<b>56,480</b>
<b>Net Operating Result for the Year</b>	<b>(708)</b>	<b>1,649</b>	<b>1,696</b>	<b>2,321</b>	<b>2,805</b>	<b>1,745</b>	<b>1,483</b>	<b>1,094</b>	<b>1,265</b>	<b>1,676</b>	<b>404</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(2,486)</b>	<b>90</b>	<b>90</b>	<b>700</b>	<b>1,152</b>	<b>59</b>	<b>(237)</b>	<b>(662)</b>	<b>(527)</b>	<b>(153)</b>	<b>(1,785)</b>



## Attachment 2

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
BALANCE SHEET - CONSOLIDATED											
Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	9,635	10,477	13,524	15,922	21,265	24,195	30,304	36,370	32,653	36,686	42,963
Investments	50,508	46,052	44,105	43,290	43,290	43,290	43,290	43,290	40,963	40,398	39,213
Receivables	3,263	3,262	3,348	3,444	3,531	3,627	3,731	3,837	3,949	4,075	4,224
Inventories	1,888	2,451	2,933	3,416	3,895	4,532	4,357	4,185	4,007	3,833	3,228
Other	82	79	81	84	86	88	91	95	96	99	101
<b>Total Current Assets</b>	<b>65,376</b>	<b>62,321</b>	<b>63,992</b>	<b>66,156</b>	<b>72,067</b>	<b>75,732</b>	<b>81,773</b>	<b>87,777</b>	<b>81,668</b>	<b>85,090</b>	<b>89,730</b>
<b>Non-Current Assets</b>											
Investments	15,250	12,481	11,212	10,697	10,697	10,697	10,697	10,697	9,527	9,159	8,387
Receivables	49	49	47	49	48	48	49	49	51	53	54
Inventories	3,909	5,334	6,486	7,635	8,783	10,313	9,867	9,421	8,974	8,528	7,041
Infrastructure, Property, Plant & Equipment	578,619	585,692	584,159	582,148	576,442	571,743	566,326	560,736	568,469	566,422	563,839
Investments Accounted for using the equity method	59	59	59	59	59	59	59	59	59	59	59
<b>Total Non-Current Assets</b>	<b>597,885</b>	<b>603,615</b>	<b>601,963</b>	<b>600,587</b>	<b>596,030</b>	<b>592,859</b>	<b>586,998</b>	<b>580,962</b>	<b>587,081</b>	<b>584,221</b>	<b>579,380</b>
<b>TOTAL ASSETS</b>	<b>663,261</b>	<b>665,936</b>	<b>665,956</b>	<b>666,744</b>	<b>668,097</b>	<b>668,591</b>	<b>668,770</b>	<b>668,739</b>	<b>668,749</b>	<b>669,312</b>	<b>669,110</b>



Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	3,601	3,530	3,401	3,513	3,566	3,646	3,752	3,895	3,952	4,051	4,149
Borrowings	1,262	2,868	1,645	1,504	1,331	1,410	1,269	1,311	1,213	703	242
Provisions	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033
<b>Total Current Liabilities</b>	<b>7,896</b>	<b>9,430</b>	<b>8,079</b>	<b>8,050</b>	<b>7,930</b>	<b>8,089</b>	<b>8,054</b>	<b>8,239</b>	<b>8,198</b>	<b>7,787</b>	<b>7,423</b>
<b>Non-Current Liabilities</b>											
Borrowings	10,010	9,500	9,176	7,672	6,341	4,930	3,661	2,350	1,137	434	192
Provisions	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185
<b>Total Non-Current Liabilities</b>	<b>17,195</b>	<b>16,685</b>	<b>16,361</b>	<b>14,857</b>	<b>13,526</b>	<b>12,116</b>	<b>10,846</b>	<b>9,535</b>	<b>8,322</b>	<b>7,619</b>	<b>7,377</b>
<b>TOTAL LIABILITIES</b>	<b>25,091</b>	<b>26,116</b>	<b>24,440</b>	<b>22,907</b>	<b>21,456</b>	<b>20,205</b>	<b>18,900</b>	<b>17,775</b>	<b>16,520</b>	<b>15,406</b>	<b>14,801</b>
<b>Net Assets</b>	<b>638,171</b>	<b>639,820</b>	<b>641,516</b>	<b>643,837</b>	<b>646,642</b>	<b>648,387</b>	<b>649,870</b>	<b>650,964</b>	<b>652,229</b>	<b>653,906</b>	<b>654,310</b>
<b>EQUITY</b>											
Retained Earnings	395,534	397,183	398,879	401,200	404,005	405,750	407,233	408,327	409,592	411,269	411,673
Revaluation Reserves	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637
Council Equity Interest	638,171	639,820	641,516	643,837	646,642	648,387	649,870	650,964	652,229	653,906	654,310
<b>Total Equity</b>	<b>638,171</b>	<b>639,820</b>	<b>641,516</b>	<b>643,837</b>	<b>646,642</b>	<b>648,387</b>	<b>649,870</b>	<b>650,964</b>	<b>652,229</b>	<b>653,906</b>	<b>654,310</b>



### Attachment 3

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
<b>CASH FLOW STATEMENT - CONSOLIDATED</b>											
<b>Scenario: Base Case</b>											
	2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
	\$'000	\$'000	\$'000	\$'000	\$'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
						\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	20,895	21,404	22,140	22,806	22,999	23,679	24,390	25,122	25,875	26,652	27,451
User Charges & Fees	11,744	11,523	11,868	12,224	12,591	12,968	13,357	13,758	14,171	14,596	15,034
Interest & Investment Revenue Received	2,525	2,512	2,587	2,665	2,747	2,827	2,912	2,999	3,089	3,182	3,277
Grants & Contributions	9,264	8,201	8,342	8,538	8,753	8,978	9,210	9,450	9,696	9,898	10,446
Other	921	411	421	433	439	459	473	487	501	514	540
<b>Payments:</b>											
Employee Benefits & On-Costs	(14,043)	(14,193)	(14,843)	(15,063)	(15,515)	(15,981)	(16,460)	(16,954)	(17,462)	(17,986)	(18,526)
Materials & Contracts	(14,677)	(13,475)	(13,764)	(14,284)	(14,567)	(14,901)	(15,376)	(16,043)	(16,333)	(16,752)	(17,161)
Borrowing Costs	(902)	(1,000)	(952)	(850)	(501)	(426)	(346)	(263)	(187)	(110)	(49)
Other	(4,776)	(4,901)	(5,043)	(5,191)	(5,350)	(5,510)	(5,672)	(5,845)	(6,021)	(6,198)	(6,384)
<b>Net Cash provided (or used in) Operating Activities</b>	10,950	10,482	10,755	11,277	11,595	12,095	12,488	12,710	13,330	13,795	14,630
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	1,657	7,225	3,215	1,331	-	-	-	-	3,497	933	1,957
Sale of Real Estate Assets	8,428	7,738	4,595	4,595	4,595	2,800	2,100	2,100	2,100	2,100	2,100
Sale of Infrastructure, Property, Plant & Equipment	819	604	437	993	637	498	1,053	574	609	1,090	1,091
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(16,002)	(19,472)	(11,401)	(11,152)	(6,980)	(8,132)	(8,121)	(8,049)	(21,942)	(12,671)	(12,798)
Purchase of Real Estate Assets	(7,534)	(6,831)	(3,006)	(3,000)	(3,000)	(3,000)	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(12,631)	(10,736)	(6,160)	(7,234)	(4,749)	(7,834)	(4,969)	(5,375)	(15,736)	(8,548)	(7,650)



Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	4,000	2,500	1,320	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,114)	(1,404)	(2,868)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Cash Flow provided (used in) Financing Activities</b>	2,886	1,096	(1,548)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,205	842	3,047	2,398	5,343	2,930	6,108	6,066	(3,717)	4,033	6,277
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	8,430	9,635	10,477	13,524	15,922	21,265	24,195	30,304	36,370	32,653	36,686
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,635</b>	<b>10,477</b>	<b>13,524</b>	<b>15,922</b>	<b>21,265</b>	<b>24,195</b>	<b>30,304</b>	<b>36,370</b>	<b>32,653</b>	<b>36,686</b>	<b>42,963</b>
Cash & Cash Equivalents - end of the year	9,635	10,477	13,524	15,922	21,265	24,195	30,304	36,370	32,653	36,686	42,963
Investments - end of the year	65,758	58,533	55,317	53,987	53,987	53,987	53,987	53,987	50,490	49,557	47,600
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>75,393</b>	<b>69,010</b>	<b>68,842</b>	<b>69,909</b>	<b>75,252</b>	<b>78,182</b>	<b>84,291</b>	<b>90,357</b>	<b>83,143</b>	<b>86,243</b>	<b>90,564</b>

#### Attachment 4







## Attachment 5

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
<b>BALANCE SHEET - GENERAL FUND</b>											
<b>Scenario: Base Case</b>											
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	9,635	10,477	12,799	15,922	19,093	20,054	23,769	27,570	31,602	36,541	42,603
Investments	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487
Receivables	2,571	2,549	2,614	2,688	2,752	2,824	2,904	2,986	3,072	3,172	3,294
Inventories	1,713	2,293	2,771	3,248	3,723	4,355	4,175	3,997	3,814	3,633	3,023
Other	82	79	81	84	86	88	91	95	96	99	101
<b>Total Current Assets</b>	<b>38,487</b>	<b>39,885</b>	<b>42,752</b>	<b>46,430</b>	<b>50,141</b>	<b>51,808</b>	<b>55,425</b>	<b>59,135</b>	<b>63,070</b>	<b>67,931</b>	<b>73,508</b>
<b>Non-Current Assets</b>											
Investments	860	860	860	860	860	860	860	860	860	860	860
Receivables	49	49	47	49	48	48	49	49	51	53	54
Inventories	3,909	5,334	6,486	7,635	8,783	10,313	9,867	9,421	8,974	8,528	7,041
Infrastructure, Property, Plant & Equipment	488,984	488,124	483,420	478,587	474,314	470,835	466,980	462,836	458,508	453,716	448,465
Investments Accounted for using the equity method	59	59	59	59	59	59	59	59	59	59	59
<b>Total Non-Current Assets</b>	<b>493,862</b>	<b>494,427</b>	<b>490,873</b>	<b>487,190</b>	<b>484,065</b>	<b>482,115</b>	<b>477,814</b>	<b>473,226</b>	<b>468,453</b>	<b>463,217</b>	<b>456,480</b>
<b>TOTAL ASSETS</b>	<b>532,349</b>	<b>534,312</b>	<b>533,625</b>	<b>533,619</b>	<b>534,206</b>	<b>533,923</b>	<b>533,240</b>	<b>532,361</b>	<b>531,523</b>	<b>531,148</b>	<b>529,988</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	3,551	3,481	3,351	3,462	3,512	3,591	3,695	3,837	3,891	3,989	4,085
Borrowings	1,262	2,868	1,645	1,504	1,331	1,410	1,269	1,311	1,213	703	242
Provisions	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731
<b>Total Current Liabilities</b>	<b>7,545</b>	<b>9,080</b>	<b>7,727</b>	<b>7,697</b>	<b>7,574</b>	<b>7,732</b>	<b>7,695</b>	<b>7,879</b>	<b>7,836</b>	<b>7,423</b>	<b>7,058</b>
<b>Non-Current Liabilities</b>											
Borrowings	10,010	9,500	9,176	7,672	6,341	4,930	3,661	2,350	1,137	434	192
Provisions	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182
<b>Total Non-Current Liabilities</b>	<b>17,191</b>	<b>16,682</b>	<b>16,357</b>	<b>14,853</b>	<b>13,523</b>	<b>12,112</b>	<b>10,843</b>	<b>9,532</b>	<b>8,318</b>	<b>7,616</b>	<b>7,374</b>
<b>TOTAL LIABILITIES</b>	<b>24,736</b>	<b>25,762</b>	<b>24,084</b>	<b>22,550</b>	<b>21,097</b>	<b>19,845</b>	<b>18,538</b>	<b>17,411</b>	<b>16,155</b>	<b>15,039</b>	<b>14,432</b>
<b>Net Assets</b>	<b>507,612</b>	<b>508,550</b>	<b>509,540</b>	<b>511,069</b>	<b>513,109</b>	<b>514,079</b>	<b>514,701</b>	<b>514,949</b>	<b>515,368</b>	<b>516,109</b>	<b>515,556</b>



Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>EQUITY</b>											
Retained Earnings	310,017	310,955	311,945	313,474	315,514	316,484	317,106	317,354	317,773	318,514	317,961
Revaluation Reserves	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595
Council Equity Interest	507,612	508,550	509,540	511,069	513,109	514,079	514,701	514,949	515,368	516,109	515,556
<b>Total Equity</b>	<b>507,612</b>	<b>508,550</b>	<b>509,540</b>	<b>511,069</b>	<b>513,109</b>	<b>514,079</b>	<b>514,701</b>	<b>514,949</b>	<b>515,368</b>	<b>516,109</b>	<b>515,556</b>



## Attachment 6

<b>Singleton Council</b>											
<b>10 Year Financial Plan for the Years ending 30 June 2024</b>											
<b>CASH FLOW STATEMENT - GENERAL FUND</b>											
<b>Scenario: Base Case</b>											
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	16,511	16,890	17,491	18,017	18,067	18,599	19,158	19,732	20,324	20,934	21,562
User Charges & Fees	8,384	8,057	8,298	8,547	8,803	9,067	9,339	9,619	9,908	10,205	10,511
Interest & Investment Revenue Received	1,061	999	1,028	1,060	1,094	1,124	1,158	1,193	1,229	1,266	1,303
Grants & Contributions	8,880	7,807	7,936	8,120	8,322	8,535	8,754	8,979	9,211	9,398	9,933
Other	896	385	395	406	412	430	443	457	470	482	507
<b>Payments:</b>											
Employee Benefits & On-Costs	(12,413)	(12,514)	(13,115)	(13,283)	(13,681)	(14,092)	(14,515)	(14,950)	(15,399)	(15,861)	(16,336)
Materials & Contracts	(10,218)	(9,305)	(9,448)	(9,838)	(9,987)	(10,184)	(10,518)	(11,039)	(11,179)	(11,443)	(11,723)
Borrowing Costs	(902)	(1,000)	(952)	(850)	(501)	(426)	(346)	(263)	(187)	(110)	(49)
Other	(4,245)	(4,353)	(4,478)	(4,609)	(4,750)	(4,893)	(5,036)	(5,191)	(5,346)	(5,503)	(5,668)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,954</b>	<b>6,967</b>	<b>7,156</b>	<b>7,570</b>	<b>7,777</b>	<b>8,162</b>	<b>8,437</b>	<b>8,538</b>	<b>9,033</b>	<b>9,368</b>	<b>10,041</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Real Estate Assets	8,428	7,738	4,595	4,595	4,595	2,800	2,100	2,100	2,100	2,100	2,100
Sale of Infrastructure, Property, Plant & Equipment	708	519	422	832	547	478	881	500	563	898	899
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(11,238)	(8,647)	(5,297)	(5,229)	(5,245)	(6,148)	(6,293)	(6,068)	(6,353)	(6,214)	(6,276)
Purchase of Real Estate Assets	(7,534)	(6,831)	(3,006)	(3,000)	(3,000)	(3,000)	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(9,635)</b>	<b>(7,221)</b>	<b>(3,286)</b>	<b>(2,802)</b>	<b>(3,102)</b>	<b>(5,871)</b>	<b>(3,312)</b>	<b>(3,467)</b>	<b>(3,691)</b>	<b>(3,216)</b>	<b>(3,276)</b>

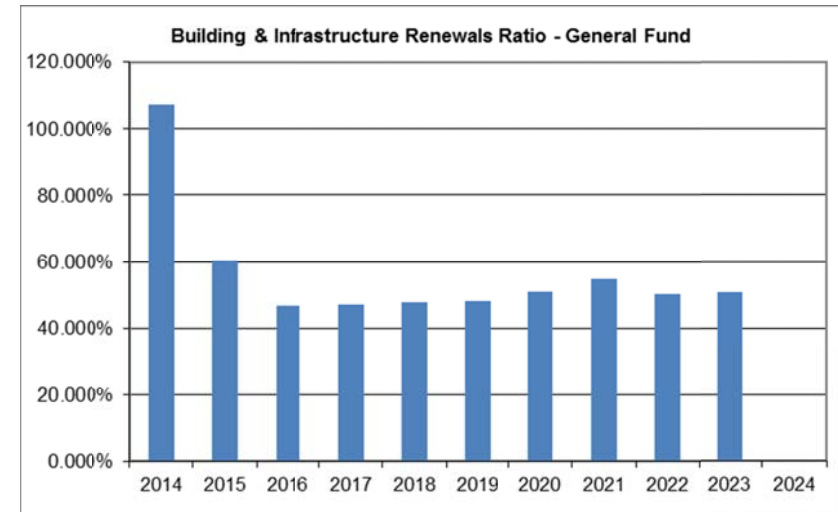
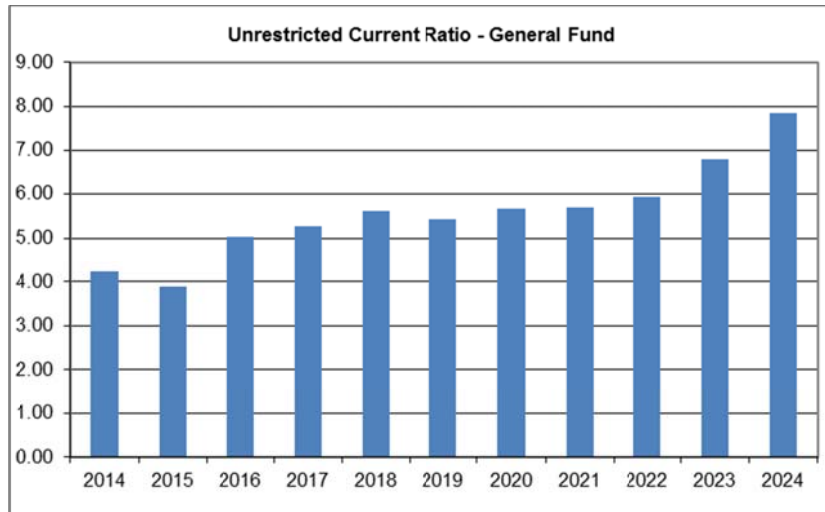
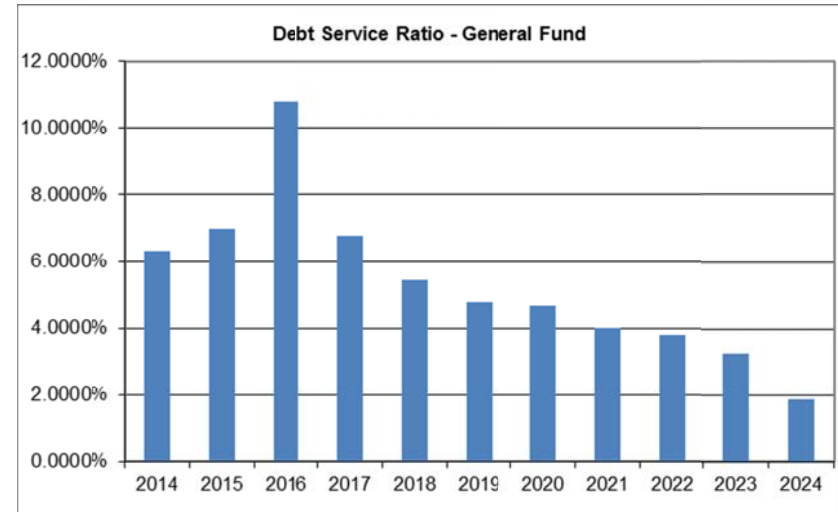
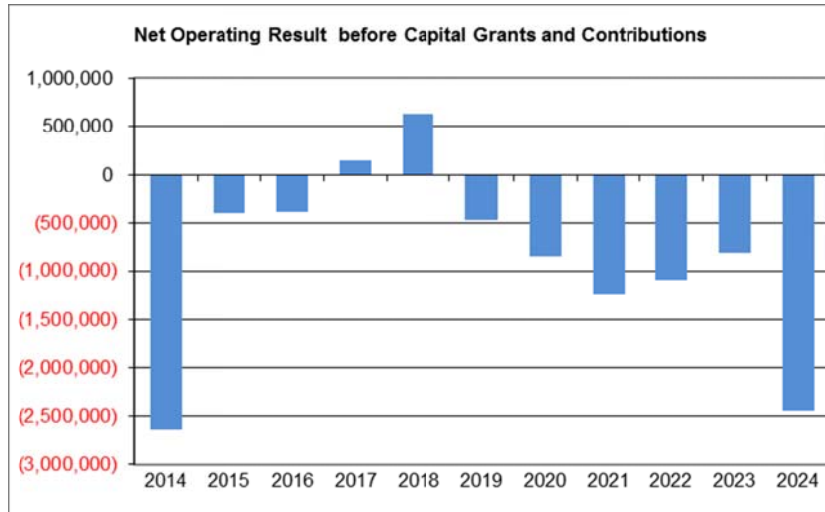


Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	4,000	2,500	1,320	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,114)	(1,404)	(2,868)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Cash Flow provided (used in) Financing Activities</b>	2,886	1,096	(1,548)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,205	842	2,322	3,123	3,171	961	3,715	3,802	4,031	4,939	6,062
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	8,430	9,635	10,477	12,799	15,922	19,093	20,054	23,769	27,570	31,602	36,541
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,635</b>	<b>10,477</b>	<b>12,799</b>	<b>15,922</b>	<b>19,093</b>	<b>20,054</b>	<b>23,769</b>	<b>27,570</b>	<b>31,602</b>	<b>36,541</b>	<b>42,603</b>
Cash & Cash Equivalents - end of the year	9,635	10,477	12,799	15,922	19,093	20,054	23,769	27,570	31,602	36,541	42,603
Investments - end of the year	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>34,982</b>	<b>35,824</b>	<b>38,146</b>	<b>41,269</b>	<b>44,440</b>	<b>45,401</b>	<b>49,116</b>	<b>52,917</b>	<b>56,949</b>	<b>61,888</b>	<b>67,950</b>



## Attachment 7

### Key Financial Indicators – General Fund





## Attachment 8

<b>Singleton Council</b>											
<b>10 Year Financial Plan for the Years ending 30 June 2024</b>											
<b>INCOME STATEMENT - WATER FUND</b>											
<b>Scenario: Base Case</b>											
						<b>Projected Years</b>					
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	1,330	1,369	1,410	1,452	1,496	1,541	1,587	1,635	1,684	1,734	1,786
User Charges & Fees	3,378	3,479	3,584	3,691	3,802	3,916	4,033	4,154	4,279	4,407	4,540
Interest & Investment Revenue	1,048	1,080	1,112	1,145	1,180	1,215	1,252	1,289	1,328	1,368	1,409
Other Revenues	14	14	15	15	16	16	17	17	18	18	19
Grants & Contributions provided for Operating Purposes	52	53	54	56	58	60	61	63	65	67	69
Grants & Contributions provided for Capital Purposes	139	143	147	151	156	161	165	170	175	181	186
<b>Other Income:</b>											
Net gains from the disposal of assets	31	25	1	58	23	6	59	29	2	70	-
<b>Total Income from Continuing Operations</b>	<b>5,990</b>	<b>6,163</b>	<b>6,323</b>	<b>6,570</b>	<b>6,730</b>	<b>6,914</b>	<b>7,175</b>	<b>7,358</b>	<b>7,550</b>	<b>7,845</b>	<b>8,008</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	1,161	1,194	1,230	1,267	1,305	1,344	1,384	1,426	1,469	1,513	1,558
Materials & Contracts	2,575	2,550	2,627	2,706	2,787	2,870	2,956	3,045	3,136	3,231	3,308
Depreciation & Amortisation	1,795	1,848	1,904	1,961	2,020	2,080	2,143	2,207	2,273	2,341	2,388
Other Expenses	344	355	365	376	387	399	411	423	436	449	463
<b>Total Expenses from Continuing Operations</b>	<b>5,874</b>	<b>5,947</b>	<b>6,126</b>	<b>6,309</b>	<b>6,499</b>	<b>6,694</b>	<b>6,894</b>	<b>7,101</b>	<b>7,314</b>	<b>7,534</b>	<b>7,717</b>
<b>Net Operating Result for the Year</b>	<b>116</b>	<b>215</b>	<b>198</b>	<b>261</b>	<b>231</b>	<b>220</b>	<b>280</b>	<b>256</b>	<b>236</b>	<b>311</b>	<b>291</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(22)</b>	<b>73</b>	<b>51</b>	<b>109</b>	<b>76</b>	<b>60</b>	<b>115</b>	<b>86</b>	<b>61</b>	<b>130</b>	<b>105</b>



## Attachment 9

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
BALANCE SHEET - WATER FUND											
Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	-	-	725	-	1,358	2,722	4,262	5,887	-	145	361
Investments	17,222	16,307	16,307	16,198	16,198	16,198	16,198	16,198	13,870	13,870	13,870
Receivables	629	648	667	688	708	729	751	774	797	821	846
<b>Total Current Assets</b>	<b>17,851</b>	<b>16,955</b>	<b>17,700</b>	<b>16,885</b>	<b>18,264</b>	<b>19,650</b>	<b>21,211</b>	<b>22,858</b>	<b>14,667</b>	<b>14,837</b>	<b>15,076</b>
<b>Non-Current Assets</b>											
Investments	8,652	8,193	8,193	8,138	8,138	8,138	8,138	8,138	6,968	6,968	6,968
Infrastructure, Property, Plant & Equipment	57,567	59,138	58,592	59,724	58,579	57,415	56,135	54,746	64,345	64,488	64,541
<b>Total Non-Current Assets</b>	<b>66,219</b>	<b>67,330</b>	<b>66,785</b>	<b>67,862</b>	<b>66,716</b>	<b>65,552</b>	<b>64,273</b>	<b>62,884</b>	<b>71,313</b>	<b>71,456</b>	<b>71,509</b>
<b>TOTAL ASSETS</b>	<b>84,071</b>	<b>84,286</b>	<b>84,485</b>	<b>84,747</b>	<b>84,980</b>	<b>85,202</b>	<b>85,484</b>	<b>85,742</b>	<b>85,980</b>	<b>86,293</b>	<b>86,586</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	49	49	50	52	53	55	57	58	60	62	64
Provisions	202	202	202	202	202	202	202	202	202	202	202
<b>Total Current Liabilities</b>	<b>251</b>	<b>251</b>	<b>252</b>	<b>254</b>	<b>255</b>	<b>257</b>	<b>258</b>	<b>260</b>	<b>262</b>	<b>264</b>	<b>265</b>
<b>Non-Current Liabilities</b>											
Provisions	2	2	2	2	2	2	2	2	2	2	2
<b>Total Non-Current Liabilities</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTAL LIABILITIES</b>	<b>253</b>	<b>253</b>	<b>254</b>	<b>256</b>	<b>257</b>	<b>259</b>	<b>261</b>	<b>262</b>	<b>264</b>	<b>266</b>	<b>268</b>
<b>Net Assets</b>	<b>83,817</b>	<b>84,033</b>	<b>84,231</b>	<b>84,491</b>	<b>84,723</b>	<b>84,943</b>	<b>85,223</b>	<b>85,480</b>	<b>85,716</b>	<b>86,027</b>	<b>86,318</b>
<b>EQUITY</b>											
Retained Earnings	49,280	49,496	49,694	49,954	50,186	50,406	50,686	50,943	51,179	51,490	51,781
Revaluation Reserves	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537
Council Equity Interest	83,817	84,033	84,231	84,491	84,723	84,943	85,223	85,480	85,716	86,027	86,318
<b>Total Equity</b>	<b>83,817</b>	<b>84,033</b>	<b>84,231</b>	<b>84,491</b>	<b>84,723</b>	<b>84,943</b>	<b>85,223</b>	<b>85,480</b>	<b>85,716</b>	<b>86,027</b>	<b>86,318</b>



Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>EQUITY</b>											
Retained Earnings	49,280	49,496	49,694	49,954	50,186	50,406	50,686	50,943	51,179	51,490	51,781
Revaluation Reserves	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537	34,537
Council Equity Interest	83,817	84,033	84,231	84,491	84,723	84,943	85,223	85,480	85,716	86,027	86,318
<b>Total Equity</b>	<b>83,817</b>	<b>84,033</b>	<b>84,231</b>	<b>84,491</b>	<b>84,723</b>	<b>84,943</b>	<b>85,223</b>	<b>85,480</b>	<b>85,716</b>	<b>86,027</b>	<b>86,318</b>





## Attachment 10

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
CASH FLOW STATEMENT - WATER FUND											
Scenario: Base Case											
	2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
	\$'000	\$'000	\$'000	\$'000	\$'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
						\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	1,329	1,368	1,409	1,451	1,495	1,540	1,586	1,633	1,682	1,733	1,785
User Charges & Fees	3,310	3,462	3,566	3,673	3,783	3,896	4,013	4,133	4,257	4,385	4,517
Interest & Investment Revenue Received	1,043	1,079	1,112	1,145	1,179	1,215	1,251	1,289	1,327	1,367	1,408
Grants & Contributions	192	196	201	207	214	220	227	233	241	248	255
Other	14	14	15	15	16	16	17	17	18	18	19
<b>Payments:</b>											
Employee Benefits & On-Costs	(1,161)	(1,194)	(1,230)	(1,267)	(1,305)	(1,344)	(1,384)	(1,426)	(1,469)	(1,513)	(1,558)
Materials & Contracts	(2,559)	(2,550)	(2,625)	(2,704)	(2,785)	(2,869)	(2,955)	(3,043)	(3,135)	(3,229)	(3,307)
Other	(344)	(355)	(365)	(376)	(387)	(399)	(411)	(423)	(436)	(449)	(463)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>1,825</b>	<b>2,020</b>	<b>2,082</b>	<b>2,145</b>	<b>2,209</b>	<b>2,275</b>	<b>2,343</b>	<b>2,414</b>	<b>2,486</b>	<b>2,561</b>	<b>2,656</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	876	1,374	-	165	-	-	-	-	3,497	-	-
Sale of Infrastructure, Property, Plant & Equipment	99	62	15	123	64	20	130	73	18	147	147
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(2,800)	(3,456)	(1,372)	(3,157)	(915)	(931)	(934)	(863)	(11,887)	(2,562)	(2,588)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,825)</b>	<b>(2,020)</b>	<b>(1,357)</b>	<b>(2,870)</b>	<b>(851)</b>	<b>(910)</b>	<b>(803)</b>	<b>(790)</b>	<b>(8,373)</b>	<b>(2,415)</b>	<b>(2,441)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>0</b>	<b>0</b>	<b>725</b>	<b>(725)</b>	<b>1,358</b>	<b>1,365</b>	<b>1,540</b>	<b>1,624</b>	<b>(5,887)</b>	<b>145</b>	<b>215</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>725</b>	<b>0</b>	<b>1,358</b>	<b>2,722</b>	<b>4,262</b>	<b>5,887</b>	<b>-</b>	<b>145</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>0</b>	<b>0</b>	<b>725</b>	<b>0</b>	<b>1,358</b>	<b>2,722</b>	<b>4,262</b>	<b>5,887</b>	<b>-</b>	<b>145</b>	<b>361</b>



Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Cash Equivalents - end of the year	0	0	725	0	1,358	2,722	4,262	5,887	-	145	361
Investments - end of the year	25,874	24,500	24,500	24,335	24,335	24,335	24,335	24,335	20,838	20,838	20,838
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>25,874</b>	<b>24,500</b>	<b>25,225</b>	<b>24,335</b>	<b>25,693</b>	<b>27,058</b>	<b>28,598</b>	<b>30,222</b>	<b>20,838</b>	<b>20,984</b>	<b>21,199</b>



## Attachment 11

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
<b>INCOME STATEMENT - SEWER FUND</b>											
Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	3,056	3,147	3,242	3,339	3,439	3,542	3,649	3,758	3,871	3,987	4,107
User Charges & Fees	4	4	4	5	5	5	5	5	5	5	6
Interest & Investment Revenue	421	434	447	460	474	488	503	518	533	549	566
Other Revenues	11	11	11	11	12	12	12	13	13	14	14
Grants & Contributions provided for Operating Purposes	113	116	120	123	127	131	135	139	143	147	150
Grants & Contributions provided for Capital Purposes	80	82	85	87	90	93	96	98	101	104	108
<b>Other Income:</b>											
Net gains from the disposal of assets	4	3	-	8	-	-	9	-	3	-	-
<b>Total Income from Continuing Operations</b>	<b>3,688</b>	<b>3,797</b>	<b>3,908</b>	<b>4,034</b>	<b>4,146</b>	<b>4,271</b>	<b>4,408</b>	<b>4,531</b>	<b>4,670</b>	<b>4,807</b>	<b>4,950</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	470	484	498	513	529	545	561	578	595	613	631
Materials & Contracts	1,820	1,638	1,687	1,737	1,789	1,843	1,898	1,955	2,014	2,074	2,126
Depreciation & Amortisation	958	986	1,016	1,046	1,077	1,110	1,143	1,177	1,213	1,249	1,274
Other Expenses	188	194	200	205	212	218	225	231	238	245	253
<b>Total Expenses from Continuing Operations</b>	<b>3,436</b>	<b>3,301</b>	<b>3,400</b>	<b>3,502</b>	<b>3,613</b>	<b>3,716</b>	<b>3,827</b>	<b>3,942</b>	<b>4,060</b>	<b>4,182</b>	<b>4,284</b>
<b>Net Operating Result for the Year</b>	<b>253</b>	<b>496</b>	<b>508</b>	<b>531</b>	<b>534</b>	<b>555</b>	<b>581</b>	<b>589</b>	<b>610</b>	<b>625</b>	<b>666</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>173</b>	<b>414</b>	<b>423</b>	<b>444</b>	<b>444</b>	<b>462</b>	<b>485</b>	<b>491</b>	<b>509</b>	<b>520</b>	<b>558</b>



## Attachment 12

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
BALANCE SHEET - SEWER FUND											
Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	-	-	-	-	814	1,419	2,273	2,913	1,051	-	-
Investments	8,800	5,258	3,311	2,606	2,606	2,606	2,606	2,606	2,606	2,041	857
Receivables	63	65	67	69	71	73	75	77	80	82	85
Inventories	175	157	162	167	172	177	183	188	194	200	204
<b>Total Current Assets</b>	<b>9,038</b>	<b>5,480</b>	<b>3,540</b>	<b>2,842</b>	<b>3,662</b>	<b>4,275</b>	<b>5,136</b>	<b>5,784</b>	<b>3,931</b>	<b>2,323</b>	<b>1,146</b>
<b>Non-Current Assets</b>											
Investments	5,737	3,428	2,159	1,699	1,699	1,699	1,699	1,699	1,699	1,331	558
Infrastructure, Property, Plant & Equipment	32,067	38,430	42,147	43,837	43,550	43,493	43,212	43,153	45,617	48,218	50,833
<b>Total Non-Current Assets</b>	<b>37,804</b>	<b>41,858</b>	<b>44,306</b>	<b>45,536</b>	<b>45,249</b>	<b>45,191</b>	<b>44,911</b>	<b>44,852</b>	<b>47,315</b>	<b>49,548</b>	<b>51,391</b>
<b>TOTAL ASSETS</b>	<b>46,842</b>	<b>47,338</b>	<b>47,846</b>	<b>48,377</b>	<b>48,911</b>	<b>49,466</b>	<b>50,047</b>	<b>50,636</b>	<b>51,246</b>	<b>51,871</b>	<b>52,537</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Provisions	100	100	100	100	100	100	100	100	100	100	100
<b>Total Current Liabilities</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Non-Current Liabilities</b>											
Provisions	1	1	1	1	1	1	1	1	1	1	1
<b>Total Non-Current Liabilities</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL LIABILITIES</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>
<b>Net Assets</b>	<b>46,741</b>	<b>47,237</b>	<b>47,745</b>	<b>48,276</b>	<b>48,810</b>	<b>49,365</b>	<b>49,946</b>	<b>50,535</b>	<b>51,145</b>	<b>51,770</b>	<b>52,436</b>
<b>EQUITY</b>											
Retained Earnings	36,236	36,732	37,240	37,771	38,305	38,860	39,441	40,030	40,640	41,265	41,931
Revaluation Reserves	10,505	10,505	10,505	10,505	10,505	10,505	10,505	10,505	10,505	10,505	10,505
Council Equity Interest	46,741	47,237	47,745	48,276	48,810	49,365	49,946	50,535	51,145	51,770	52,436
<b>Total Equity</b>	<b>46,741</b>	<b>47,237</b>	<b>47,745</b>	<b>48,276</b>	<b>48,810</b>	<b>49,365</b>	<b>49,946</b>	<b>50,535</b>	<b>51,145</b>	<b>51,770</b>	<b>52,436</b>



### Attachment 13

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
CASH FLOW STATEMENT - SEWER FUND											
Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	3,055	3,146	3,240	3,337	3,437	3,540	3,647	3,756	3,869	3,985	4,104
User Charges & Fees	50	4	4	5	5	5	5	5	5	5	6
Interest & Investment Revenue Received	420	433	446	460	474	488	502	517	533	549	565
Grants & Contributions	193	199	205	211	217	224	230	237	244	252	258
Other	11	11	11	11	12	12	12	13	13	14	14
<b>Payments:</b>											
Employee Benefits & On-Costs	(470)	(484)	(498)	(513)	(529)	(545)	(561)	(578)	(595)	(613)	(631)
Materials & Contracts	(1,900)	(1,620)	(1,691)	(1,742)	(1,794)	(1,848)	(1,904)	(1,961)	(2,020)	(2,080)	(2,131)
Other	(188)	(194)	(200)	(205)	(212)	(218)	(225)	(231)	(238)	(245)	(253)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>1,171</b>	<b>1,495</b>	<b>1,517</b>	<b>1,563</b>	<b>1,609</b>	<b>1,658</b>	<b>1,707</b>	<b>1,759</b>	<b>1,811</b>	<b>1,866</b>	<b>1,932</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	781	5,851	3,215	1,166	-	-	-	-	-	933	1,957
Sale of Infrastructure, Property, Plant & Equipment	12	23	-	38	25	-	41	-	28	45	45
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(1,964)	(7,369)	(4,733)	(2,766)	(821)	(1,053)	(895)	(1,119)	(3,701)	(3,895)	(3,934)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,171)</b>	<b>(1,495)</b>	<b>(1,517)</b>	<b>(1,563)</b>	<b>(796)</b>	<b>(1,053)</b>	<b>(854)</b>	<b>(1,119)</b>	<b>(3,673)</b>	<b>(2,917)</b>	<b>(1,932)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>814</b>	<b>605</b>	<b>854</b>	<b>640</b>	<b>(1,861)</b>	<b>(1,051)</b>	<b>0</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>814</b>	<b>1,419</b>	<b>2,273</b>	<b>2,913</b>	<b>1,051</b>	<b>-</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>814</b>	<b>1,419</b>	<b>2,273</b>	<b>2,913</b>	<b>1,051</b>	<b>-</b>	<b>0</b>



Scenario: Base Case	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Cash Equivalents - end of the year	-	(0)	-	(0)	814	1,419	2,273	2,913	1,051	-	0
Investments - end of the year	14,537	8,686	5,470	4,305	4,305	4,305	4,305	4,305	4,305	3,372	1,415
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>14,537</b>	<b>8,686</b>	<b>5,470</b>	<b>4,305</b>	<b>5,118</b>	<b>5,723</b>	<b>6,577</b>	<b>7,217</b>	<b>5,356</b>	<b>3,372</b>	<b>1,415</b>



**ATTACHMENTS – Scenario 1**

Fund Attachment		Attachment No.
Consolidated	Income Statement	14
	Balance Sheet	15
	Cash Flow Statement	16
General Fund	Income Statement	17
	Balance Sheet	18
	Cash Flow Statement	19
	Key Financial Indicators	20



## Attachment 14

<b>Singleton Council</b>											
<b>10 Year Financial Plan for the Years ending 30 June 2024</b>											
<b>INCOME STATEMENT - CONSOLIDATED</b>											
<b>Scenario: 1</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Projected Years</b>					
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
						<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	20,885	22,112	22,872	23,559	23,765	24,478	25,212	25,969	26,748	27,550	28,403
User Charges & Fees	11,236	11,566	11,912	12,270	12,638	13,017	13,408	13,810	14,224	14,651	15,090
Interest & Investment Revenue	2,536	2,514	2,590	2,668	2,748	2,830	2,915	3,002	3,092	3,185	3,281
Other Revenues	404	416	428	441	454	468	482	496	511	540	556
Grants & Contributions provided for Operating Purposes	6,458	6,575	6,752	6,931	7,115	7,308	7,506	7,711	7,921	8,081	8,301
Grants & Contributions provided for Capital Purposes	1,778	1,559	1,606	1,621	1,653	1,686	1,720	1,756	1,792	1,829	2,189
<b>Other Income:</b>											
Net gains from the disposal of assets	1,338	3,079	2,995	3,680	3,256	2,065	1,804	1,607	1,472	1,853	-
<b>Total Income from Continuing Operations</b>	<b>44,633</b>	<b>47,820</b>	<b>49,156</b>	<b>51,169</b>	<b>51,628</b>	<b>51,852</b>	<b>53,047</b>	<b>54,351</b>	<b>55,761</b>	<b>57,690</b>	<b>57,821</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	13,803	14,199	14,625	15,063	15,515	15,981	16,460	16,954	17,462	17,986	18,526
Borrowing Costs	902	1,000	952	850	501	426	346	263	187	110	49
Materials & Contracts	14,224	13,665	14,081	14,621	14,855	15,208	15,707	16,407	16,617	17,076	17,489
Depreciation & Amortisation	11,636	11,959	12,291	12,633	12,085	12,447	12,820	13,205	13,601	14,009	14,289
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,776	4,901	5,043	5,191	5,350	5,510	5,672	5,845	6,021	6,198	6,384
Net Losses from the Disposal of Assets	-	-	-	-	5	-	-	-	-	0	-
<b>Total Expenses from Continuing Operations</b>	<b>45,341</b>	<b>45,724</b>	<b>46,992</b>	<b>48,359</b>	<b>48,311</b>	<b>49,572</b>	<b>51,005</b>	<b>52,674</b>	<b>53,888</b>	<b>55,380</b>	<b>56,737</b>
<b>Net Operating Result for the Year</b>	<b>(708)</b>	<b>2,097</b>	<b>2,165</b>	<b>2,811</b>	<b>3,317</b>	<b>2,280</b>	<b>2,042</b>	<b>1,677</b>	<b>1,873</b>	<b>2,310</b>	<b>1,084</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(2,486)</b>	<b>537</b>	<b>559</b>	<b>1,190</b>	<b>1,664</b>	<b>594</b>	<b>322</b>	<b>(79)</b>	<b>81</b>	<b>481</b>	<b>(1,105)</b>





## Attachment 15



**Singleton Council**  
**10 Year Financial Plan for the Years ending 30 June 2024**

**BALANCE SHEET - CONSOLIDATED**

**Scenario: 1**

		Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	9,635	10,510	13,557	15,955	21,298	24,228	30,336	36,402	32,685	36,718	43,676
Investments	50,508	46,052	44,105	43,290	43,290	43,290	43,290	43,290	40,963	40,398	39,213
Receivables	3,263	3,277	3,363	3,460	3,547	3,643	3,748	3,855	3,967	4,094	4,244
Inventories	1,888	2,453	2,936	3,418	3,897	4,535	4,360	4,188	4,010	3,835	3,230
Other	82	80	83	86	87	89	92	96	98	100	103
<b>Total Current Assets</b>	<b>65,376</b>	<b>62,373</b>	<b>64,045</b>	<b>66,209</b>	<b>72,120</b>	<b>75,786</b>	<b>81,826</b>	<b>87,831</b>	<b>81,722</b>	<b>85,145</b>	<b>90,466</b>
<b>Non-Current Assets</b>											
Investments	15,250	12,481	11,212	10,697	10,697	10,697	10,697	10,697	9,527	9,159	8,387
Receivables	49	51	49	50	50	49	50	51	53	55	56
Inventories	3,909	5,334	6,486	7,635	8,783	10,313	9,867	9,421	8,974	8,528	7,041
Infrastructure, Property, Plant & Equipment	578,619	586,139	585,075	583,553	578,360	574,195	569,337	564,329	572,670	571,257	568,673
Investments Accounted for using the equity method	59	59	59	59	59	59	59	59	59	59	59
<b>Total Non-Current Assets</b>	<b>597,885</b>	<b>604,064</b>	<b>602,881</b>	<b>601,994</b>	<b>597,949</b>	<b>595,313</b>	<b>590,010</b>	<b>584,557</b>	<b>591,284</b>	<b>589,058</b>	<b>584,217</b>
<b>TOTAL ASSETS</b>	<b>663,261</b>	<b>666,437</b>	<b>666,925</b>	<b>668,204</b>	<b>670,069</b>	<b>671,099</b>	<b>671,837</b>	<b>672,388</b>	<b>673,006</b>	<b>674,203</b>	<b>674,683</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	3,601	3,583	3,455	3,568	3,620	3,701	3,807	3,951	4,007	4,107	4,207
Borrowings	1,262	2,868	1,645	1,504	1,331	1,410	1,269	1,311	1,213	703	242
Provisions	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>7,896</b>	<b>9,484</b>	<b>8,133</b>	<b>8,105</b>	<b>7,984</b>	<b>8,144</b>	<b>8,109</b>	<b>8,295</b>	<b>8,254</b>	<b>7,843</b>	<b>7,481</b>
<b>Non-Current Liabilities</b>											
Borrowings	10,010	9,500	9,176	7,672	6,341	4,930	3,661	2,350	1,137	434	192
Provisions	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185	7,185
<b>Total Non-Current Liabilities</b>	<b>17,195</b>	<b>16,685</b>	<b>16,361</b>	<b>14,857</b>	<b>13,526</b>	<b>12,116</b>	<b>10,846</b>	<b>9,535</b>	<b>8,322</b>	<b>7,619</b>	<b>7,377</b>
<b>TOTAL LIABILITIES</b>	<b>25,091</b>	<b>26,169</b>	<b>24,494</b>	<b>22,961</b>	<b>21,510</b>	<b>20,259</b>	<b>18,955</b>	<b>17,830</b>	<b>16,575</b>	<b>15,462</b>	<b>14,858</b>
<b>Net Assets</b>	<b>638,171</b>	<b>640,267</b>	<b>642,432</b>	<b>645,242</b>	<b>648,559</b>	<b>650,839</b>	<b>652,881</b>	<b>654,558</b>	<b>656,431</b>	<b>658,741</b>	<b>659,825</b>



Scenario: 1	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>EQUITY</b>											
Retained Earnings	395,534	397,630	399,795	402,605	405,922	408,202	410,244	411,921	413,794	416,104	417,188
Revaluation Reserves	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637	242,637
Council Equity Interest	638,171	640,267	642,432	645,242	648,559	650,839	652,881	654,558	656,431	658,741	659,825
<b>Total Equity</b>	<b>638,171</b>	<b>640,267</b>	<b>642,432</b>	<b>645,242</b>	<b>648,559</b>	<b>650,839</b>	<b>652,881</b>	<b>654,558</b>	<b>656,431</b>	<b>658,741</b>	<b>659,825</b>



## Attachment 16

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2024											
<b>CASH FLOW STATEMENT - CONSOLIDATED</b>											
Scenario: 1	2013/14	2014/15	2015/16	2016/17	2017/18	Projected Years					
	\$'000	\$'000	\$'000	\$'000	\$'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
						\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	20,895	22,088	22,858	23,545	23,761	24,464	25,198	25,954	26,733	27,535	28,387
User Charges & Fees	11,744	11,523	11,868	12,224	12,591	12,968	13,357	13,758	14,171	14,596	15,034
Interest & Investment Revenue Received	2,525	2,509	2,586	2,665	2,747	2,827	2,912	2,999	3,089	3,182	3,277
Grants & Contributions	9,264	8,201	8,342	8,538	8,753	8,978	9,210	9,450	9,696	9,898	10,446
Other	921	420	421	433	439	459	473	487	502	514	541
<b>Payments:</b>											
Employee Benefits & On-Costs	(14,043)	(14,193)	(14,843)	(15,063)	(15,515)	(15,981)	(16,460)	(16,954)	(17,462)	(17,986)	(18,526)
Materials & Contracts	(14,677)	(13,685)	(14,014)	(14,534)	(14,817)	(15,151)	(15,626)	(16,293)	(16,583)	(17,002)	(17,416)
Borrowing Costs	(902)	(1,000)	(952)	(850)	(501)	(426)	(346)	(263)	(187)	(110)	(49)
Other	(4,776)	(4,901)	(5,043)	(5,191)	(5,350)	(5,510)	(5,672)	(5,845)	(6,021)	(6,198)	(6,384)
<b>Net Cash provided (or used in) Operating Activities</b>	10,950	10,963	11,223	11,766	12,107	12,629	13,046	13,293	13,938	14,428	15,310
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	1,657	7,225	3,215	1,331	-	-	-	-	3,497	933	1,957
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	8,428	7,738	4,595	4,595	4,595	2,800	2,100	2,100	2,100	2,100	2,100
Sale of Infrastructure, Property, Plant & Equipment	819	604	437	993	637	498	1,053	574	609	1,090	1,091
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(16,002)	(19,919)	(11,869)	(11,642)	(7,492)	(8,667)	(8,680)	(8,632)	(22,549)	(13,304)	(12,798)
Purchase of Real Estate Assets	(7,534)	(6,831)	(3,006)	(3,000)	(3,000)	(3,000)	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(12,631)	(11,184)	(6,628)	(7,724)	(5,261)	(8,369)	(5,527)	(5,958)	(16,343)	(9,182)	(7,650)



Scenario: 1	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	4,000	2,500	1,320	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,114)	(1,404)	(2,868)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Cash Flow provided (used in) Financing Activities</b>	2,886	1,096	(1,548)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,205	875	3,047	2,398	5,343	2,930	6,108	6,066	(3,717)	4,033	6,958
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	8,430	9,635	10,510	13,557	15,955	21,298	24,228	30,336	36,402	32,685	36,718
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,635</b>	<b>10,510</b>	<b>13,557</b>	<b>15,955</b>	<b>21,298</b>	<b>24,228</b>	<b>30,336</b>	<b>36,402</b>	<b>32,685</b>	<b>36,718</b>	<b>43,676</b>
Cash & Cash Equivalents - end of the year	9,635	10,510	13,557	15,955	21,298	24,228	30,336	36,402	32,685	36,718	43,676
Investments - end of the year	65,758	58,533	55,317	53,987	53,987	53,987	53,987	53,987	50,490	49,557	47,600
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>75,393</b>	<b>69,043</b>	<b>68,875</b>	<b>69,942</b>	<b>75,285</b>	<b>78,215</b>	<b>84,323</b>	<b>90,389</b>	<b>83,175</b>	<b>86,275</b>	<b>91,276</b>



## Attachment 17

<b>Singleton Council</b>											
<b>10 Year Financial Plan for the Years ending 30 June 2024</b>											
<b>INCOME STATEMENT - GENERAL FUND</b>											
<b>Scenario: 1</b>											
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Projected Years</b>					
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
						<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	16,500	17,595	18,221	18,767	18,830	19,395	19,977	20,576	21,193	21,829	22,511
User Charges & Fees	7,854	8,082	8,324	8,574	8,831	9,096	9,369	9,650	9,940	10,238	10,545
Interest & Investment Revenue	1,067	1,001	1,031	1,062	1,094	1,127	1,161	1,195	1,231	1,268	1,306
Other Revenues	380	391	402	414	427	440	453	466	480	508	523
Grants & Contributions provided for Operating Purposes	6,294	6,406	6,578	6,751	6,930	7,117	7,310	7,509	7,713	7,867	8,082
Grants & Contributions provided for Capital Purposes	1,559	1,334	1,374	1,382	1,407	1,433	1,459	1,487	1,515	1,544	1,895
<b>Other Income:</b>											
Net gains from the disposal of assets	1,302	3,051	2,994	3,614	3,233	2,059	1,736	1,578	1,467	1,783	-
<b>Total Income from Continuing Operations</b>	<b>34,954</b>	<b>37,860</b>	<b>38,924</b>	<b>40,566</b>	<b>40,752</b>	<b>40,667</b>	<b>41,465</b>	<b>42,462</b>	<b>43,540</b>	<b>45,038</b>	<b>44,863</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	12,173	12,520	12,896	13,283	13,681	14,092	14,515	14,950	15,399	15,861	16,336
Borrowing Costs	902	1,000	952	850	501	426	346	263	187	110	49
Materials & Contracts	9,828	9,477	9,768	10,178	10,279	10,494	10,852	11,407	11,467	11,771	12,054
Depreciation & Amortisation	8,884	9,125	9,372	9,626	8,987	9,257	9,535	9,821	10,115	10,419	10,627
Other Expenses	4,245	4,353	4,478	4,609	4,750	4,893	5,036	5,191	5,346	5,503	5,668
<b>Total Expenses from Continuing Operations</b>	<b>36,031</b>	<b>36,475</b>	<b>37,466</b>	<b>38,547</b>	<b>38,200</b>	<b>39,162</b>	<b>40,284</b>	<b>41,631</b>	<b>42,514</b>	<b>43,664</b>	<b>44,735</b>
<b>Net Operating Result for the Year</b>	<b>(1,078)</b>	<b>1,385</b>	<b>1,459</b>	<b>2,019</b>	<b>2,552</b>	<b>1,505</b>	<b>1,181</b>	<b>831</b>	<b>1,027</b>	<b>1,374</b>	<b>127</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(2,637)</b>	<b>51</b>	<b>85</b>	<b>637</b>	<b>1,145</b>	<b>72</b>	<b>(279)</b>	<b>(656)</b>	<b>(488)</b>	<b>(170)</b>	<b>(1,768)</b>



## Attachment 18

<b>Singleton Council</b>											
<b>10 Year Financial Plan for the Years ending 30 June 2024</b>											
<b>BALANCE SHEET - GENERAL FUND</b>											
<b>Scenario: 1</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	9,635	10,510	12,832	15,955	19,126	20,087	23,801	27,603	31,634	36,572	43,315
Investments	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487	24,487
Receivables	2,571	2,564	2,629	2,704	2,769	2,841	2,921	3,004	3,090	3,191	3,314
Inventories	1,713	2,296	2,774	3,251	3,725	4,358	4,178	3,999	3,816	3,636	3,026
Other	82	80	83	86	87	89	92	96	98	100	103
<b>Total Current Assets</b>	<b>38,487</b>	<b>39,937</b>	<b>42,804</b>	<b>46,482</b>	<b>50,194</b>	<b>51,861</b>	<b>55,479</b>	<b>59,189</b>	<b>63,124</b>	<b>67,986</b>	<b>74,244</b>
<b>Non-Current Assets</b>											
Investments	860	860	860	860	860	860	860	860	860	860	860
Receivables	49	51	49	50	50	49	50	51	53	55	56
Inventories	3,909	5,334	6,486	7,635	8,783	10,313	9,867	9,421	8,974	8,528	7,041
Infrastructure, Property, Plant & Equipment	488,984	488,572	484,336	479,992	476,231	473,288	469,990	466,430	462,709	458,551	453,300
Investments Accounted for using the equity method	59	59	59	59	59	59	59	59	59	59	59
<b>Total Non-Current Assets</b>	<b>493,862</b>	<b>494,876</b>	<b>491,790</b>	<b>488,597</b>	<b>485,984</b>	<b>484,569</b>	<b>480,827</b>	<b>476,821</b>	<b>472,656</b>	<b>468,053</b>	<b>461,317</b>
<b>TOTAL ASSETS</b>	<b>532,349</b>	<b>534,813</b>	<b>534,594</b>	<b>535,079</b>	<b>536,178</b>	<b>536,431</b>	<b>536,306</b>	<b>536,010</b>	<b>535,780</b>	<b>536,039</b>	<b>535,561</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	3,551	3,534	3,405	3,516	3,567	3,646	3,750	3,892	3,947	4,045	4,143
Borrowings	1,262	2,868	1,645	1,504	1,331	1,410	1,269	1,311	1,213	703	242
Provisions	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731
<b>Total Current Liabilities</b>	<b>7,545</b>	<b>9,134</b>	<b>7,781</b>	<b>7,751</b>	<b>7,629</b>	<b>7,787</b>	<b>7,751</b>	<b>7,935</b>	<b>7,892</b>	<b>7,479</b>	<b>7,116</b>
<b>Non-Current Liabilities</b>											
Borrowings	10,010	9,500	9,176	7,672	6,341	4,930	3,661	2,350	1,137	434	192
Provisions	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182
<b>Total Non-Current Liabilities</b>	<b>17,191</b>	<b>16,682</b>	<b>16,357</b>	<b>14,853</b>	<b>13,523</b>	<b>12,112</b>	<b>10,843</b>	<b>9,532</b>	<b>8,318</b>	<b>7,616</b>	<b>7,374</b>
<b>TOTAL LIABILITIES</b>	<b>24,736</b>	<b>25,816</b>	<b>24,138</b>	<b>22,604</b>	<b>21,152</b>	<b>19,899</b>	<b>18,594</b>	<b>17,467</b>	<b>16,210</b>	<b>15,095</b>	<b>14,490</b>
<b>Net Assets</b>	<b>507,612</b>	<b>508,997</b>	<b>510,456</b>	<b>512,475</b>	<b>515,027</b>	<b>516,531</b>	<b>517,712</b>	<b>518,543</b>	<b>519,570</b>	<b>520,944</b>	<b>521,071</b>



Scenario: 1	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>EQUITY</b>											
Retained Earnings	310,017	311,402	312,861	314,880	317,432	318,936	320,117	320,948	321,975	323,349	323,476
Revaluation Reserves	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595	197,595
Council Equity Interest	507,612	508,997	510,456	512,475	515,027	516,531	517,712	518,543	519,570	520,944	521,071
<b>Total Equity</b>	<b>507,612</b>	<b>508,997</b>	<b>510,456</b>	<b>512,475</b>	<b>515,027</b>	<b>516,531</b>	<b>517,712</b>	<b>518,543</b>	<b>519,570</b>	<b>520,944</b>	<b>521,071</b>





## Attachment 19

<b>Singleton Council</b>											
<b>10 Year Financial Plan for the Years ending 30 June 2024</b>											
<b>CASH FLOW STATEMENT - GENERAL FUND</b>	<b>Current Year</b>	<b>Projected Years</b>									
<b>Scenario: 1</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	16,511	17,574	18,209	18,757	18,829	19,384	19,966	20,565	21,182	21,817	22,498
User Charges & Fees	8,384	8,057	8,298	8,547	8,803	9,067	9,339	9,619	9,908	10,205	10,511
Interest & Investment Revenue Received	1,061	996	1,028	1,060	1,094	1,124	1,158	1,193	1,229	1,265	1,303
Grants & Contributions	8,880	7,807	7,936	8,120	8,322	8,535	8,754	8,979	9,211	9,398	9,933
Other	896	394	395	406	412	431	444	457	471	482	508
<b>Payments:</b>											
Employee Benefits & On-Costs	(12,413)	(12,514)	(13,115)	(13,283)	(13,681)	(14,092)	(14,515)	(14,950)	(15,399)	(15,861)	(16,336)
Materials & Contracts	(10,218)	(9,514)	(9,698)	(10,088)	(10,237)	(10,434)	(10,768)	(11,289)	(11,429)	(11,693)	(11,978)
Borrowing Costs	(902)	(1,000)	(952)	(850)	(501)	(426)	(346)	(263)	(187)	(110)	(49)
Other	(4,245)	(4,353)	(4,478)	(4,609)	(4,750)	(4,893)	(5,036)	(5,191)	(5,346)	(5,503)	(5,668)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,954</b>	<b>7,447</b>	<b>7,624</b>	<b>8,059</b>	<b>8,289</b>	<b>8,697</b>	<b>8,995</b>	<b>9,121</b>	<b>9,640</b>	<b>10,001</b>	<b>10,722</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Real Estate Assets	8,428	7,738	4,595	4,595	4,595	2,800	2,100	2,100	2,100	2,100	2,100
Sale of Infrastructure, Property, Plant & Equipment	708	519	422	832	547	478	881	500	563	898	899
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(11,238)	(9,094)	(5,765)	(5,718)	(5,757)	(6,683)	(6,851)	(6,650)	(6,961)	(6,847)	(6,276)
Purchase of Real Estate Assets	(7,534)	(6,831)	(3,006)	(3,000)	(3,000)	(3,000)	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(9,635)</b>	<b>(7,669)</b>	<b>(3,754)</b>	<b>(3,291)</b>	<b>(3,614)</b>	<b>(6,405)</b>	<b>(3,870)</b>	<b>(4,050)</b>	<b>(4,298)</b>	<b>(3,849)</b>	<b>(3,276)</b>



Scenario: 1	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	4,000	2,500	1,320	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,114)	(1,404)	(2,868)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Cash Flow provided (used in) Financing Activities</b>	2,886	1,096	(1,548)	(1,645)	(1,504)	(1,331)	(1,410)	(1,269)	(1,311)	(1,213)	(703)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,205	875	2,322	3,123	3,171	960	3,714	3,802	4,031	4,939	6,743
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	8,430	9,635	10,510	12,832	15,955	19,126	20,087	23,801	27,603	31,634	36,572
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,635</b>	<b>10,510</b>	<b>12,832</b>	<b>15,955</b>	<b>19,126</b>	<b>20,087</b>	<b>23,801</b>	<b>27,603</b>	<b>31,634</b>	<b>36,572</b>	<b>43,315</b>
Cash & Cash Equivalents - end of the year	9,635	10,510	12,832	15,955	19,126	20,087	23,801	27,603	31,634	36,572	43,315
Investments - end of the year	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347	25,347
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>34,982</b>	<b>35,857</b>	<b>38,179</b>	<b>41,302</b>	<b>44,473</b>	<b>45,434</b>	<b>49,148</b>	<b>52,950</b>	<b>56,981</b>	<b>61,919</b>	<b>68,662</b>



## Attachment 20

### Key Financial Indicators – General Fund

