



LONG TERM FINANCIAL PLAN

June 2015

Table of Contents

Executive Summary	1
Introduction	1
Long Term Financial Plan Structure and Format	2
Long Term Financial Plan Assumptions	2
Market Driven Planning Assumptions	3
Asset Management	11
Financial Performance Indicators – Fit for the Future	12
Financial Modelling	14
ATTACHMENTS	15



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

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.
<i>Balance Sheet:</i>	Discloses the assets, liabilities and equity of Council.
<i>Cash Flow Statement:</i>	Shows the cash flows associated with Council's operating, financing and investing activities.
<i>Key Performance Indicators:</i>	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 2015/2016 LTFP, the following underpinning principles have been adopted:



Market Driven Planning Assumptions

Population Growth

Singleton has experienced continued growth, which has largely been associated with the expansion of mining and the expansion of the Singleton Army Base in the region over recent years. Singleton will also benefit from the completion of the Hunter Expressway

Population growth has been estimated at an average annual growth rate of 0.9% until 2015/16, 0.8% from 2016-21 and 0.7% for 2021-26. These estimates have been sourced from Department of Planning and Environment, New South Wales State and Local Government Population, Household and Dwelling Projections issued in 2014.

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 inflation rate of 2-3 per cent, on average, over the cycle. In Council's LTFP it has been assumed the Consumer Price Index (CPI) at 3% per annum over the life of the plan.

This assumption has been applied across discretionary budget allocations (non-statutory), 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 the 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 38% of Council's revenue.

General Fund

Council's 2015/16 rate yield has been increased by 2.40% with the Office of Local Government's rate pegging limit as determined by Independent Pricing and Regulatory Tribunal (IPART). Thereafter, a 2.5% rate peg has been assumed for the term of the plan.

Included in Council's Notional Yield are three Special Variation increases totalling \$1,592,696 which are detailed below:

An amount of \$343,497, approved by the Minister for Local Government on 28 June 2002, to cover the costs associated with loan repayments for infrastructure renewal, for a period of 15 years. The 2015/16 financial year is the 14th 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.

An amount of \$709,199, approved in June 2014 by the Chairman of the Independent Pricing and Regulatory Tribunal to fund road infrastructure maintenance, renewals and new works.

The 2017/18 base case 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 2015/16 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 3.10% in the sewerage annual charge has been provided for the 2015/16 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 3.0% CPI increase in the majority of fees and charges for 2015/16 and thereafter assumed a 3.0% increase to fees and charges for the life of the plan. An allowance of 1.50% has been made for the growth income from statutory fees and charges.



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 not be increased until the 2017/18 financial year in line with the Federal Government's 2014/15 Budget announcement. From that year an increase of 3% per year is anticipated.

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 additional funds to match the funds available.

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

Council has been successful in obtaining funds under the Resources for Regions program which aims to support regional and rural NSW communities affected by mining by addressing infrastructure constraints. The 2014/15 to 2016/17 budget provides allocations from Resources for Regions for the following programs

- \$9.00m for the revitalisation of the Town Centre over 2014/15 to 2015/16 financial years;
- \$2.90m towards the Ryan Avenue Pavement and Safety project over the 2014/15 to 2015/16 financial years;
- \$6.00m for upgrades to the Singleton Regional Livestock Markets over the 2014/15 to 2015/16 financial years; and
- \$8.12m towards the upgrade of Hermitage Road over the 2015/16 to 2016/17 financial years.

The 2014/15 and 2015/16 financial year also provides for \$5.71 million from the Hunter Infrastructure & Investment Fund for the refurbishment of the Singleton Gym & Swim complex, plus a \$200,000 Voluntary Planning Agreement.

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. Currently this area is significantly in decline.

Included in the 2015/16 operational budget is funding that will be made available to Council under Voluntary Planning Agreements (VPAs). 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. It is estimated that approximately four potential VPAs may be negotiated in the foresaid time frame. These contributions will be recognised in the LTFP beyond 2015/16 only after consents are gained for the mining projects.

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 3% over the life of the plan has been applied to all of Council's investments. Council has traditionally exceeded the benchmark for interest rates.

The interest rate applied to outstanding rates and charges is in accordance with advice from the Office of Local Government. The interest rate for 2015/16 is 8.5%.

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 as has been the case in recent years.



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 2015/16. It has been assumed that this renewal loan will incur an interest rate of 4.6%.

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 LTFP does not include the addition of any new significant or major assets as over the past four years Council has successfully funded renewal of key assets through external funds.

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. Council is currently benchmarking our workforce levels and HR costs through the Local Government Operational and Management Effectiveness survey.



Materials and Contracts

Materials and contracts are some 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 expenses 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 4.6%.

Depreciation and Amortisation

Depreciation expenses have been adjusted to reflect the additions and disposal of assets over the life of the LTFP. Council has benchmarked our depreciation rates, life expectancy and residuals and adjusted values accordingly.

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 estimated to be \$77.70 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 contracts which have recently been renewed following a call of tenders for the supply of electricity. A 4.0% 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 2016/17 and the costs of the election (\$180k) have been included in that year. The indexed cost of an election has been included every four years after 2016/17.

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.



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 2014 Council has an identified infrastructure backlog of \$17.234 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.



Financial Performance Indicators – Fit for the Future

The NSW Government has outlined its proposed reform agenda for NSW Local Government, through a program titled “Fit for the Future” which is a comprehensive response to the recommendations of the NSW Independent Local Government Review Panel.

The criteria to be considered Fit for the Future were released as part of a self-assessment tool which included seven (7) key financial indicators with benchmarks that must be achieved by 2019/20. Singleton Council currently does not meet five of the seven key financial indicators benchmarks listed in the self-assessment tool. Of the five benchmarks not met, three related to asset management. The seven key financial indicators are shown in the table below.

Category	Measure	Benchmark	Purpose
Sustainability	Operating Performance Ratio	Greater than or equal to break-even average over 3 years.	This ratio measures Council's achievement of containing operating expenditure within operating revenue.
	Own Source Revenue	Greater than 60% average over 3 years.	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.
	Building and Infrastructure Asset Renewal	Greater than 100% average over 3 years.	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.
Infrastructure and service management	Infrastructure Backlog Ratio	Less than 2%.	This ratio shows the asset renewal backlog as a proportion of the total value of a council's infrastructure.
	Asset Maintenance Ratio	Greater than 100% average	This ratio compares required asset maintenance. As ratio



		over 3 years.	above 100% indicates Council is investing enough funds to stop the infrastructure backlog through insufficient funds.
	Debt Service Ratio	Greater than 0% and less than or equal to 20% average over 3 years.	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.
Efficiency	Real Operating Expenditure per capita	A decrease in Real Operating Expenditure per capita over time.	This indicator measures productivity changes over time based on the movement in real per capita expenditure. Based on the assumption that service levels remain constant, a decline in real expenditure per capita indicates efficiency improvements (i.e. the same level of output per capita is achieved with reduced expenditure).

Council's performance against the abovementioned indicators are shown in Attachments 13, 14 and 15 which provides a comparison between a base case model and Council's Fit for the Future Council Improvement Proposal model.



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.

The base case models the continuation of Council's services as currently provided. It assumes Council will continue to achieve a balanced cash operating budget by closing any gap between revenue and expenditure by seeing improved efficiency gains in service delivery. Whereas, scenario 1 is as per the base case model with additional funds being realised via a Special Rate Variation which will generate additional revenue to enable Council to achieve long term financial sustainability and achieve the Fit for the Future performance measures as shown in Council's Improvement Proposal.



ATTACHMENTS

Fund Attachment	Attachment No.
Base Case – No Special Rate Variation	
Consolidated	Income Statement 1
	Balance Sheet 2
	Cash Flow Statement 3
General Fund	Income Statement 4
	Balance Sheet 5
	Cash Flow Statement 6
Scenario 1 – With Special Rate Variation	
Consolidated	Income Statement 7
	Balance Sheet 8
	Cash Flow Statement 9
General Fund	Income Statement 10
	Balance Sheet 11
	Cash Flow Statement 12
Fit for the Future Indicators Comparison – General Fund	
	Sustainability 13
	Infrastructure and service management 14
	Efficiency 15



Attachment 1

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
INCOME STATEMENT - CONSOLIDATED										
Scenario: 2015/16 Update										
	2015/16	2016/17	2017/18	2018/19	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	22,935	23,548	23,676	24,310	24,960	25,628	26,314	27,019	27,743	28,486
User Charges & Fees	9,885	10,469	10,817	11,227	11,548	11,878	12,218	12,568	12,928	13,299
Interest & Investment Revenue	2,864	2,892	2,920	2,949	2,978	3,008	3,037	3,067	3,097	3,128
Other Revenues	629	898	925	953	982	1,011	1,041	1,073	1,105	1,138
Grants & Contributions provided for Operating Purposes	5,952	5,965	6,001	6,132	6,266	6,403	6,545	6,691	6,840	6,994
Grants & Contributions provided for Capital Purposes	15,671	12,081	4,409	4,432	4,455	4,479	4,503	4,526	4,551	4,575
Other Income:										
Net gains from the disposal of assets	1,064	470	346	345	344	377	342	385	340	340
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	59,001	56,323	49,095	50,347	51,533	52,784	54,000	55,328	56,603	57,959
Expenses from Continuing Operations										
Employee Benefits & On-Costs	14,709	14,571	14,729	15,166	15,616	16,078	16,553	17,042	17,544	18,012
Borrowing Costs	865	748	665	603	537	469	409	350	307	292
Materials & Contracts	14,315	14,661	15,253	15,621	15,999	16,386	16,782	17,187	17,602	18,077
Depreciation & Amortisation	11,366	10,700	10,800	10,908	11,017	11,127	11,239	11,351	11,465	11,579
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,849	4,994	5,144	5,298	5,457	5,621	5,789	5,963	6,142	6,326
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	0	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	46,104	45,674	46,590	47,596	48,626	49,680	50,771	51,893	53,060	54,286
Operating Result from Continuing Operations	12,897	10,649	2,505	2,751	2,907	3,104	3,229	3,436	3,544	3,673
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	12,897	10,649	2,505	2,751	2,907	3,104	3,229	3,436	3,544	3,673
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,775)	(1,431)	(1,904)	(1,681)	(1,548)	(1,375)	(1,274)	(1,091)	(1,007)	(901)



Attachment 2

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
BALANCE SHEET - CONSOLIDATED										
Scenario: 2015/16 Update										
	2015/16	2016/17	2017/18	2018/19	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	12,494	13,763	15,887	17,943	20,124	22,643	25,314	28,777	32,962	37,571
Investments	50,836	50,319	49,840	49,400	49,000	48,643	48,329	48,060	47,837	47,661
Receivables	4,953	5,212	4,390	4,521	4,641	4,764	4,890	5,021	5,155	5,292
Inventories	10,109	14,690	19,507	24,270	28,854	33,617	38,458	43,037	47,878	52,719
Other	111	113	118	121	124	128	131	134	138	142
Total Current Assets	78,502	84,097	89,742	96,255	102,743	109,795	117,122	125,028	133,968	143,386
Non-Current Assets										
Investments	17,923	17,626	17,351	17,099	16,870	16,665	16,485	16,330	16,202	16,102
Receivables	104	106	106	108	111	113	116	118	121	124
Inventories	2,854	4,174	5,561	6,934	8,254	9,627	11,021	12,340	13,735	15,129
Infrastructure, Property, Plant & Equipment	600,289	602,784	597,337	591,416	585,638	579,578	573,296	566,809	559,825	552,726
Investments Accounted for using the equity method	73	73	73	73	73	73	73	73	73	73
Total Non-Current Assets	621,243	624,763	620,429	615,630	610,946	606,056	600,991	595,670	589,955	584,154
TOTAL ASSETS	699,745	708,860	710,170	711,884	713,689	715,850	718,112	720,698	723,924	727,540
LIABILITIES										
Current Liabilities										
Payables	3,623	3,550	3,663	3,747	3,832	3,918	4,007	4,098	4,192	4,296
Borrowings	1,461	1,308	1,121	1,187	1,030	1,056	941	412	161	161
Provisions	3,428	3,428	3,428	3,428	3,428	3,428	3,428	3,428	3,428	3,428
Total Current Liabilities	8,512	8,286	8,212	8,361	8,289	8,402	8,376	7,938	7,781	7,884
Non-Current Liabilities										
Borrowings	7,398	6,090	4,969	3,782	2,752	1,696	755	344	183	22
Provisions	7,688	7,688	7,688	7,688	7,688	7,688	7,688	7,688	7,688	7,688
Total Non-Current Liabilities	15,086	13,778	12,657	11,470	10,440	9,385	8,444	8,032	7,871	7,710
TOTAL LIABILITIES	23,598	22,064	20,869	19,832	18,730	17,786	16,819	15,970	15,651	15,594
Net Assets	676,147	686,796	689,301	692,052	694,960	698,064	701,293	704,729	708,272	711,946
EQUITY										
Retained Earnings	427,597	438,246	440,751	443,502	446,410	449,514	452,743	456,179	459,722	463,396
Revaluation Reserves	248,550	248,550	248,550	248,550	248,550	248,550	248,550	248,550	248,550	248,550
Council Equity Interest	676,147	686,796	689,301	692,052	694,960	698,064	701,293	704,729	708,272	711,946
Total Equity	676,147	686,796	689,301	692,052	694,960	698,064	701,293	704,729	708,272	711,946



Attachment 3

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: 2015/16 Update										
	2015/16	2016/17	2017/18	2018/19	Projected Years					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	22,937	23,535	23,670	24,297	24,947	25,614	26,300	27,004	27,728	28,470
User Charges & Fees	9,878	10,419	10,781	11,187	11,513	11,842	12,181	12,530	12,889	13,258
Interest & Investment Revenue Received	2,864	2,889	2,919	2,946	2,975	3,004	3,034	3,064	3,094	3,124
Grants & Contributions	21,605	17,587	10,629	9,948	10,105	10,265	10,430	10,599	10,773	10,950
Other	1,258	580	975	904	938	966	995	1,025	1,056	1,087
Payments:										
Employee Benefits & On-Costs	(14,697)	(14,727)	(14,729)	(15,166)	(15,616)	(16,078)	(16,553)	(17,042)	(17,544)	(18,012)
Materials & Contracts	(14,330)	(14,604)	(15,156)	(15,558)	(15,934)	(16,319)	(16,713)	(17,117)	(17,530)	(17,996)
Borrowing Costs	(865)	(748)	(665)	(603)	(537)	(469)	(409)	(350)	(307)	(292)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(4,849)	(4,994)	(5,144)	(5,298)	(5,457)	(5,621)	(5,789)	(5,963)	(6,142)	(6,326)
Net Cash provided (or used in) Operating Activities	23,800	19,936	13,281	12,656	12,934	13,206	13,476	13,751	14,015	14,265
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	887	814	754	692	628	562	494	424	351	276
Sale of Infrastructure, Property, Plant & Equipment	7,928	7,932	7,932	7,932	7,932	7,932	7,932	7,932	7,932	7,932
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(12,864)	(20,063)	(12,646)	(12,214)	(12,238)	(12,262)	(12,287)	(11,813)	(11,813)	(11,813)
Purchase of Real Estate Assets	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)
Net Cash provided (or used in) Investing Activities	(9,939)	(17,206)	(9,849)	(9,479)	(9,567)	(9,657)	(9,750)	(9,346)	(9,419)	(9,494)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,320	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,688)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Cash Flow provided (used in) Financing Activities	(1,368)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Increase/(Decrease) in Cash & Cash Equivalents	12,494	1,270	2,124	2,056	2,181	2,520	2,670	3,464	4,184	4,610
plus: Cash, Cash Equivalents & Investments - beginning of year	(0)	12,494	13,763	15,887	17,943	20,124	22,643	25,314	28,777	32,962
Cash & Cash Equivalents - end of the year	12,494	13,763	15,887	17,943	20,124	22,643	25,314	28,777	32,962	37,571



Cash & Cash Equivalents - end of the year	12,494	13,763	15,887	17,943	20,124	22,643	25,314	28,777	32,962	37,571
Investments - end of the year	68,760	67,945	67,191	66,498	65,870	65,308	64,813	64,390	64,039	63,763
Cash, Cash Equivalents & Investments - end of the year	81,253	81,708	83,078	84,442	85,994	87,951	90,127	93,167	97,000	101,335
Representing:										
- External Restrictions	59,006	57,933	56,982	56,158	55,464	54,905	54,485	54,209	54,082	54,108
- Internal Restrictons	12,102	13,125	14,147	15,170	16,192	17,215	18,237	19,260	20,282	21,305
- Unrestricted	10,145	10,651	11,948	13,114	14,338	15,831	17,405	19,698	22,637	25,922
	81,253	81,708	83,078	84,442	85,994	87,951	90,127	93,167	97,000	101,335



Attachment 4

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
INCOME STATEMENT - GENERAL FUND										
Scenario: 2015/16 Update	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	18,358	18,833	18,819	19,307	19,807	20,321	20,847	21,388	21,942	22,511
User Charges & Fees	6,164	6,637	6,870	7,163	7,362	7,567	7,778	7,996	8,219	8,449
Interest & Investment Revenue	911	920	929	938	947	956	965	975	984	993
Other Revenues	600	868	894	921	949	977	1,007	1,037	1,068	1,100
Grants & Contributions provided for Operating Purposes	5,770	5,780	5,814	5,942	6,074	6,209	6,348	6,491	6,638	6,789
Grants & Contributions provided for Capital Purposes	14,646	11,054	3,381	3,402	3,423	3,445	3,467	3,489	3,511	3,534
Other Income:										
Net gains from the disposal of assets	1,062	404	323	339	276	348	337	315	340	340
Total Income from Continuing Operations	47,512	44,496	37,031	38,012	38,838	39,824	40,749	41,690	42,702	43,716
Expenses from Continuing Operations										
Employee Benefits & On-Costs	13,173	12,990	13,103	13,493	13,895	14,308	14,732	15,169	15,617	16,034
Borrowing Costs	865	748	665	603	537	469	409	350	307	292
Materials & Contracts	10,059	10,302	10,787	11,047	11,313	11,586	11,865	12,151	12,443	12,788
Depreciation & Amortisation	8,483	7,788	7,859	7,938	8,017	8,097	8,178	8,260	8,343	8,426
Other Expenses	4,327	4,457	4,590	4,728	4,870	5,016	5,166	5,321	5,481	5,645
Total Expenses from Continuing Operations	36,907	36,285	37,004	37,809	38,632	39,475	40,351	41,250	42,191	43,185
Operating Result from Continuing Operations	10,605	8,212	27	203	206	349	399	440	511	531
Net Operating Result for the Year	10,605	8,212	27	203	206	349	399	440	511	531
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,042)	(2,842)	(3,354)	(3,199)	(3,217)	(3,096)	(3,068)	(3,049)	(3,000)	(3,002)



Attachment 5

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
BALANCE SHEET - GENERAL FUND										
Scenario: 2015/16 Update										
	2015/16	2016/17	2017/18	2018/19	Projected Years					
	\$'000	\$'000	\$'000	\$'000	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	12,236	13,162	14,890	16,497	18,174	20,131	22,181	24,963	28,403	32,203
Investments	23,386	23,386	23,386	23,386	23,386	23,386	23,386	23,386	23,386	23,386
Receivables	4,007	4,237	3,387	3,488	3,577	3,668	3,763	3,859	3,959	4,061
Inventories	10,015	14,594	19,409	24,169	28,751	33,512	38,350	42,926	47,764	52,603
Other	111	113	118	121	124	128	131	134	138	142
Total Current Assets	49,754	55,493	61,191	67,662	74,012	80,825	87,810	95,268	103,650	112,395
Non-Current Assets										
Investments	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261
Receivables	104	106	106	108	111	113	116	118	121	124
Inventories	2,854	4,174	5,561	6,934	8,254	9,627	11,021	12,340	13,735	15,129
Infrastructure, Property, Plant & Equipment	506,221	505,837	497,583	488,901	480,331	471,547	462,595	453,404	443,817	434,146
Investments Accounted for using the equity method	73	73	73	73	73	73	73	73	73	73
Total Non-Current Assets	510,513	511,450	504,584	497,277	490,029	482,620	475,066	467,196	459,006	450,733
TOTAL ASSETS	560,267	566,944	565,775	564,939	564,042	563,445	562,876	562,464	562,656	563,128
LIABILITIES										
Current Liabilities										
Payables	3,569	3,495	3,607	3,689	3,772	3,857	3,945	4,034	4,126	4,228
Borrowings	1,461	1,308	1,121	1,187	1,030	1,056	941	412	161	161
Provisions	3,136	3,136	3,136	3,136	3,136	3,136	3,136	3,136	3,136	3,136
Total Current Liabilities	8,167	7,939	7,864	8,012	7,938	8,049	8,022	7,582	7,424	7,525
Non-Current Liabilities										
Borrowings	7,398	6,090	4,969	3,782	2,752	1,696	755	344	183	22
Provisions	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686
Total Non-Current Liabilities	15,083	13,776	12,654	11,468	10,438	9,382	8,441	8,029	7,868	7,708
TOTAL LIABILITIES	23,250	21,715	20,519	19,480	18,376	17,431	16,463	15,612	15,292	15,233
Net Assets	537,017	545,229	545,256	545,459	545,665	546,014	546,413	546,852	547,364	547,895
EQUITY										
Retained Earnings	335,737	343,949	343,976	344,179	344,385	344,734	345,133	345,572	346,084	346,615
Revaluation Reserves	201,280	201,280	201,280	201,280	201,280	201,280	201,280	201,280	201,280	201,280
Council Equity Interest	537,017	545,229	545,256	545,459	545,665	546,014	546,413	546,852	547,364	547,895
Total Equity	537,017	545,229	545,256	545,459	545,665	546,014	546,413	546,852	547,364	547,895



Attachment 6

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
CASH FLOW STATEMENT - GENERAL FUND										
Scenario: 2015/16 Update										
	2015/16	2016/17	2017/18	2018/19	Projected Years					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	18,354	18,827	18,820	19,301	19,801	20,314	20,841	21,381	21,935	22,504
User Charges & Fees	6,262	6,607	6,855	7,144	7,349	7,554	7,765	7,982	8,205	8,434
Interest & Investment Revenue Received	911	919	929	936	945	954	964	973	982	992
Grants & Contributions	20,997	16,975	10,013	9,328	9,481	9,637	9,798	9,962	10,131	10,304
Other	1,229	550	945	872	905	933	961	989	1,019	1,050
Payments:										
Employee Benefits & On-Costs	(13,161)	(13,146)	(13,103)	(13,493)	(13,895)	(14,308)	(14,732)	(15,169)	(15,617)	(16,034)
Materials & Contracts	(10,096)	(10,243)	(10,689)	(10,983)	(11,247)	(11,518)	(11,795)	(12,079)	(12,370)	(12,706)
Borrowing Costs	(865)	(748)	(665)	(603)	(537)	(469)	(409)	(350)	(307)	(292)
Other	(4,327)	(4,457)	(4,590)	(4,728)	(4,870)	(5,016)	(5,166)	(5,321)	(5,481)	(5,645)
Net Cash provided (or used in) Operating Activities	19,304	15,283	8,515	7,775	7,933	8,082	8,224	8,368	8,497	8,606
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	7,911	7,915	7,915	7,915	7,915	7,915	7,915	7,915	7,915	7,915
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(7,722)	(14,921)	(7,504)	(7,072)	(7,096)	(7,120)	(7,145)	(6,671)	(6,671)	(6,671)
Purchase of Real Estate Assets	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)
Net Cash provided (or used in) Investing Activities	(5,701)	(12,895)	(5,479)	(5,046)	(5,070)	(5,094)	(5,119)	(4,645)	(4,645)	(4,645)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,320	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,688)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Cash Flow provided (used in) Financing Activities	(1,368)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Increase/(Decrease) in Cash & Cash Equivalents	12,236	926	1,728	1,607	1,676	1,958	2,049	2,782	3,440	3,800
plus: Cash, Cash Equivalents & Investments - beginning of year	-	12,236	13,162	14,890	16,497	18,174	20,131	22,181	24,963	28,403
Cash & Cash Equivalents - end of the year	12,236	13,162	14,890	16,497	18,174	20,131	22,181	24,963	28,403	32,203



Cash & Cash Equivalents - end of the year	12,236	13,162	14,890	16,497	18,174	20,131	22,181	24,963	28,403	32,203
Investments - end of the year	24,647	24,647	24,647	24,647	24,647	24,647	24,647	24,647	24,647	24,647
Cash, Cash Equivalents & Investments - end of the year	36,882	37,809	39,537	41,144	42,820	44,778	46,828	49,610	53,050	56,850
Representing:										
- External Restrictions	14,635	14,033	13,442	12,861	12,291	11,732	11,186	10,652	10,131	9,624
- Internal Restrictitons	12,102	13,125	14,147	15,170	16,192	17,215	18,237	19,260	20,282	21,305
- Unrestricted	10,145	10,651	11,948	13,114	14,338	15,831	17,405	19,698	22,637	25,922
	36,882	37,809	39,537	41,144	42,820	44,778	46,828	49,610	53,050	56,850



Attachment 7

Singleton Council											
10 Year Financial Plan for the Years ending 30 June 2025											
INCOME STATEMENT - CONSOLIDATED											
Scenario: Base Case with SRV over 4 years	Projected Years										
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	22,935	24,643	26,000	27,975	30,124	30,922	31,740	32,580	33,443	34,329	
User Charges & Fees	9,885	10,469	10,817	11,227	11,548	11,878	12,218	12,568	12,928	13,299	
Interest & Investment Revenue	2,864	2,892	2,920	2,949	2,978	3,008	3,037	3,067	3,097	3,128	
Other Revenues	629	898	925	953	982	1,011	1,041	1,073	1,105	1,138	
Grants & Contributions provided for Operating Purposes	5,952	5,965	6,001	6,132	6,266	6,403	6,545	6,691	6,840	6,994	
Grants & Contributions provided for Capital Purposes	15,671	12,081	4,409	4,432	4,455	4,479	4,503	4,526	4,551	4,575	
Other Income:											
Net gains from the disposal of assets	1,064	470	346	345	344	377	342	385	340	340	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	59,001	57,418	51,419	54,012	56,697	58,078	59,426	60,890	62,304	63,802	
Expenses from Continuing Operations											
Employee Benefits & On-Costs	14,709	14,571	14,729	15,166	15,616	16,078	16,553	17,042	17,544	18,012	
Borrowing Costs	865	748	665	603	537	469	409	350	307	292	
Materials & Contracts	14,315	14,661	15,253	15,621	15,999	16,386	16,782	17,187	17,602	18,077	
Depreciation & Amortisation	11,366	10,700	10,800	10,908	11,017	11,127	11,239	11,351	11,465	11,579	
Impairment	-	-	-	-	-	-	-	-	-	-	
Other Expenses	4,849	4,994	5,144	5,298	5,457	5,621	5,789	5,963	6,142	6,326	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	0	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	46,104	45,674	46,590	47,596	48,626	49,680	50,771	51,893	53,060	54,286	
Operating Result from Continuing Operations	12,897	11,744	4,829	6,416	8,072	8,398	8,655	8,997	9,244	9,516	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	12,897	11,744	4,829	6,416	8,072	8,398	8,655	8,997	9,244	9,516	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,775)	(336)	420	1,984	3,616	3,919	4,152	4,471	4,693	4,942	



Attachment 8

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
BALANCE SHEET - CONSOLIDATED										
Scenario: Base Case with SRV over 4 years	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	7,494	4,857	4,305	5,027	7,375	10,193	13,295	17,325	22,216	27,674
Investments	50,836	50,318	49,838	49,395	48,993	48,632	48,314	48,041	47,814	47,635
Receivables	4,953	5,224	4,417	4,563	4,700	4,824	4,952	5,084	5,220	5,359
Inventories	10,109	14,690	19,507	24,270	28,854	33,617	38,458	43,037	47,878	52,719
Other	111	113	118	121	124	128	131	134	138	142
Total Current Assets	73,502	75,203	78,185	83,376	90,046	97,394	105,150	113,621	123,265	133,530
Non-Current Assets										
Investments	17,923	17,626	17,350	17,096	16,865	16,658	16,476	16,320	16,190	16,087
Receivables	104	111	117	126	135	139	142	145	148	152
Inventories	2,854	4,174	5,561	6,934	8,254	9,627	11,021	12,340	13,735	15,129
Infrastructure, Property, Plant & Equipment	605,289	612,784	612,337	611,416	610,638	609,578	608,296	606,809	604,825	602,726
Investments Accounted for using the equity method	73	73	73	73	73	73	73	73	73	73
Total Non-Current Assets	626,243	634,768	635,439	635,645	635,967	636,075	636,008	635,686	634,970	634,167
TOTAL ASSETS	699,745	709,971	713,623	719,021	726,012	733,468	741,158	749,307	758,235	767,696
LIABILITIES										
Current Liabilities										
Payables	3,623	3,566	3,697	3,800	3,906	3,994	4,085	4,178	4,274	4,379
Borrowings	1,461	1,308	1,121	1,187	1,030	1,056	941	412	161	161
Provisions	3,428	3,428	3,428	3,428	3,428	3,428	3,428	3,428	3,428	3,428
Total Current Liabilities	8,512	8,302	8,246	8,414	8,364	8,478	8,454	8,018	7,862	7,968
Non-Current Liabilities										
Borrowings	7,398	6,090	4,969	3,782	2,752	1,696	755	344	183	22
Provisions	7,688	7,688	7,688	7,688	7,688	7,688	7,688	7,688	7,688	7,688
Total Non-Current Liabilities	15,086	13,778	12,657	11,470	10,440	9,385	8,444	8,032	7,871	7,710
TOTAL LIABILITIES	23,598	22,080	20,903	19,884	18,804	17,862	16,897	16,050	15,733	15,678
Net Assets	676,147	687,891	692,720	699,137	707,208	715,606	724,261	733,258	742,502	752,018
EQUITY										
Retained Earnings	427,597	439,341	444,170	450,587	458,658	467,056	475,711	484,708	493,952	503,468
Revaluation Reserves	248,550	248,550	248,550	248,550	248,550	248,550	248,550	248,550	248,550	248,550
Council Equity Interest	676,147	687,891	692,720	699,137	707,208	715,606	724,261	733,258	742,502	752,018
Total Equity	676,147	687,891	692,720	699,137	707,208	715,606	724,261	733,258	742,502	752,018



Attachment 9

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Base Case with SRV over 4 years	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	22,937	24,616	25,978	27,944	30,092	30,906	31,724	32,564	33,426	34,312
User Charges & Fees	9,878	10,419	10,781	11,187	11,513	11,842	12,181	12,530	12,889	13,258
Interest & Investment Revenue Received	2,864	2,885	2,915	2,941	2,970	3,004	3,033	3,063	3,093	3,124
Grants & Contributions	21,605	17,587	10,629	9,948	10,105	10,265	10,430	10,599	10,773	10,950
Other	1,258	595	993	923	960	968	997	1,027	1,058	1,090
Payments:										
Employee Benefits & On-Costs	(14,697)	(14,727)	(14,729)	(15,166)	(15,616)	(16,078)	(16,553)	(17,042)	(17,544)	(18,012)
Materials & Contracts	(14,330)	(14,604)	(15,156)	(15,558)	(15,934)	(16,319)	(16,713)	(17,117)	(17,530)	(17,996)
Borrowing Costs	(865)	(748)	(665)	(603)	(537)	(469)	(409)	(350)	(307)	(292)
Other	(4,849)	(4,994)	(5,144)	(5,298)	(5,457)	(5,621)	(5,789)	(5,963)	(6,142)	(6,326)
Net Cash provided (or used in) Operating Activities	23,800	21,029	15,603	16,319	18,095	18,500	18,902	19,312	19,716	20,108
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	887	815	757	696	634	568	500	429	357	282
Sale of Infrastructure, Property, Plant & Equipment	7,928	7,932	7,932	7,932	7,932	7,932	7,932	7,932	7,932	7,932
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(17,864)	(25,063)	(17,646)	(17,214)	(17,238)	(17,262)	(17,287)	(16,813)	(16,813)	(16,813)
Purchase of Real Estate Assets	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)
Net Cash provided (or used in) Investing Activities	(14,939)	(22,205)	(14,847)	(14,475)	(14,561)	(14,651)	(14,744)	(14,341)	(14,413)	(14,488)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,320	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,688)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Cash Flow provided (used in) Financing Activities	(1,368)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Increase/(Decrease) in Cash & Cash Equivalents	7,494	(2,636)	(552)	722	2,348	2,818	3,101	4,031	4,891	5,458
plus: Cash, Cash Equivalents & Investments - beginning of year	(0)	7,494	4,857	4,305	5,027	7,375	10,193	13,295	17,325	22,216
Cash & Cash Equivalents - end of the year	7,494	4,857	4,305	5,027	7,375	10,193	13,295	17,325	22,216	27,674



Cash & Cash Equivalents - end of the year	7,494	4,857	4,305	5,027	7,375	10,193	13,295	17,325	22,216	27,674
Investments - end of the year	68,760	67,944	67,188	66,492	65,858	65,290	64,790	64,361	64,004	63,722
Cash, Cash Equivalents & Investments - end of the year	76,253	72,801	71,493	71,519	73,233	75,483	78,085	81,686	86,220	91,396
Representing:										
- External Restrictions	59,006	57,931	56,976	56,144	55,440	54,870	54,439	54,152	54,013	54,027
- Internal Restrictitons	12,102	13,125	14,147	15,170	16,192	17,215	18,237	19,260	20,282	21,305
- Unrestricted	5,145	1,746	370	205	1,601	3,399	5,409	8,274	11,925	16,064
	76,253	72,801	71,493	71,519	73,233	75,483	78,085	81,686	86,220	91,396



Attachment 10

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
INCOME STATEMENT - GENERAL FUND										
Scenario: Base Case with SRV over 4 years	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	18,358	19,930	21,148	22,980	24,982	25,625	26,284	26,961	27,654	28,366
User Charges & Fees	6,164	6,637	6,870	7,163	7,362	7,567	7,778	7,996	8,219	8,449
Interest & Investment Revenue	911	920	929	938	947	956	965	975	984	993
Other Revenues	600	868	894	921	949	977	1,007	1,037	1,068	1,100
Grants & Contributions provided for Operating Purposes	5,770	5,780	5,814	5,942	6,074	6,209	6,348	6,491	6,638	6,789
Grants & Contributions provided for Capital Purposes	14,646	11,054	3,381	3,402	3,423	3,445	3,467	3,489	3,511	3,534
Other Income:										
Net gains from the disposal of assets	1,062	404	323	339	276	348	337	315	340	340
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	47,512	45,594	39,360	41,685	44,013	45,128	46,186	47,263	48,414	49,571
Expenses from Continuing Operations										
Employee Benefits & On-Costs	13,173	12,990	13,103	13,493	13,895	14,308	14,732	15,169	15,617	16,034
Borrowing Costs	865	748	665	603	537	469	409	350	307	292
Materials & Contracts	10,059	10,302	10,787	11,047	11,313	11,586	11,865	12,151	12,443	12,788
Depreciation & Amortisation	8,483	7,788	7,859	7,938	8,017	8,097	8,178	8,260	8,343	8,426
Other Expenses	4,327	4,457	4,590	4,728	4,870	5,016	5,166	5,321	5,481	5,645
Total Expenses from Continuing Operations	36,907	36,285	37,004	37,809	38,632	39,475	40,351	41,250	42,191	43,185
Operating Result from Continuing Operations	10,605	9,309	2,356	3,876	5,381	5,653	5,836	6,012	6,223	6,386
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	10,605	9,309	2,356	3,876	5,381	5,653	5,836	6,012	6,223	6,386
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,042)	(1,745)	(1,025)	474	1,958	2,208	2,369	2,524	2,712	2,853



Attachment 11

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
BALANCE SHEET - GENERAL FUND										
Scenario: Base Case with SRV over 4 years	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	7,236	4,257	3,312	3,589	5,437	7,699	10,185	13,539	17,691	22,346
Investments	23,386	23,386	23,386	23,386	23,386	23,386	23,386	23,386	23,386	23,386
Receivables	4,007	4,250	3,414	3,531	3,637	3,730	3,825	3,924	4,025	4,128
Inventories	10,015	14,594	19,409	24,169	28,751	33,512	38,350	42,926	47,764	52,603
Other	111	113	118	121	124	128	131	134	138	142
Total Current Assets	44,754	46,601	49,639	54,796	61,335	68,454	75,877	83,909	93,004	102,606
Non-Current Assets										
Investments	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261
Receivables	104	111	117	126	135	139	142	145	148	152
Inventories	2,854	4,174	5,561	6,934	8,254	9,627	11,021	12,340	13,735	15,129
Infrastructure, Property, Plant & Equipment	511,221	515,837	512,583	508,901	505,331	501,547	497,595	493,404	488,817	484,146
Investments Accounted for using the equity method	73	73	73	73	73	73	73	73	73	73
Total Non-Current Assets	515,513	521,456	519,595	517,294	515,054	512,645	510,092	507,223	504,033	500,761
TOTAL ASSETS	560,267	568,056	569,234	572,090	576,389	581,099	585,969	591,132	597,037	603,366
LIABILITIES										
Current Liabilities										
Payables	3,569	3,511	3,640	3,742	3,846	3,933	4,023	4,114	4,208	4,312
Borrowings	1,461	1,308	1,121	1,187	1,030	1,056	941	412	161	161
Provisions	3,136	3,136	3,136	3,136	3,136	3,136	3,136	3,136	3,136	3,136
Total Current Liabilities	8,167	7,955	7,898	8,065	8,013	8,125	8,100	7,662	7,505	7,609
Non-Current Liabilities										
Borrowings	7,398	6,090	4,969	3,782	2,752	1,696	755	344	183	22
Provisions	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686
Total Non-Current Liabilities	15,083	13,776	12,654	11,468	10,438	9,382	8,441	8,029	7,868	7,708
TOTAL LIABILITIES	23,250	21,730	20,552	19,533	18,451	17,507	16,541	15,692	15,374	15,317
Net Assets	537,017	546,326	548,682	552,558	557,939	563,592	569,428	575,440	581,663	588,049
EQUITY										
Retained Earnings	335,737	345,046	347,402	351,278	356,659	362,312	368,148	374,160	380,383	386,769
Revaluation Reserves	201,280	201,280	201,280	201,280	201,280	201,280	201,280	201,280	201,280	201,280
Council Equity Interest	537,017	546,326	548,682	552,558	557,939	563,592	569,428	575,440	581,663	588,049
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	537,017	546,326	548,682	552,558	557,939	563,592	569,428	575,440	581,663	588,049



Attachment 12

Singleton Council										
10 Year Financial Plan for the Years ending 30 June 2025										
CASH FLOW STATEMENT - GENERAL FUND										
Scenario: Base Case with SRV over 4 years	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	18,354	19,910	21,133	22,956	24,956	25,617	26,276	26,952	27,645	28,357
User Charges & Fees	6,262	6,607	6,855	7,144	7,349	7,554	7,765	7,982	8,205	8,434
Interest & Investment Revenue Received	911	915	925	932	940	954	963	972	982	991
Grants & Contributions	20,997	16,975	10,013	9,328	9,481	9,637	9,798	9,962	10,131	10,304
Other	1,229	565	962	892	927	934	962	991	1,021	1,052
Payments:										
Employee Benefits & On-Costs	(13,161)	(13,146)	(13,103)	(13,493)	(13,895)	(14,308)	(14,732)	(15,169)	(15,617)	(16,034)
Materials & Contracts	(10,096)	(10,243)	(10,689)	(10,983)	(11,247)	(11,518)	(11,795)	(12,079)	(12,370)	(12,706)
Borrowing Costs	(865)	(748)	(665)	(603)	(537)	(469)	(409)	(350)	(307)	(292)
Other	(4,327)	(4,457)	(4,590)	(4,728)	(4,870)	(5,016)	(5,166)	(5,321)	(5,481)	(5,645)
Net Cash provided (or used in) Operating Activities	19,304	16,378	10,841	11,445	13,105	13,386	13,661	13,940	14,209	14,461
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	7,911	7,915	7,915	7,915	7,915	7,915	7,915	7,915	7,915	7,915
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(12,722)	(19,921)	(12,504)	(12,072)	(12,096)	(12,120)	(12,145)	(11,671)	(11,671)	(11,671)
Purchase of Real Estate Assets	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)	(5,890)
Net Cash provided (or used in) Investing Activities	(10,701)	(17,895)	(10,479)	(10,046)	(10,070)	(10,094)	(10,119)	(9,645)	(9,645)	(9,645)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,320	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,688)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Cash Flow provided (used in) Financing Activities	(1,368)	(1,461)	(1,308)	(1,121)	(1,187)	(1,030)	(1,056)	(941)	(412)	(161)
Net Increase/(Decrease) in Cash & Cash Equivalents	7,236	(2,979)	(945)	277	1,848	2,262	2,486	3,355	4,152	4,655
plus: Cash, Cash Equivalents & Investments - beginning of year	-	7,236	4,257	3,312	3,589	5,437	7,699	10,185	13,539	17,691
Cash & Cash Equivalents - end of the year	7,236	4,257	3,312	3,589	5,437	7,699	10,185	13,539	17,691	22,346

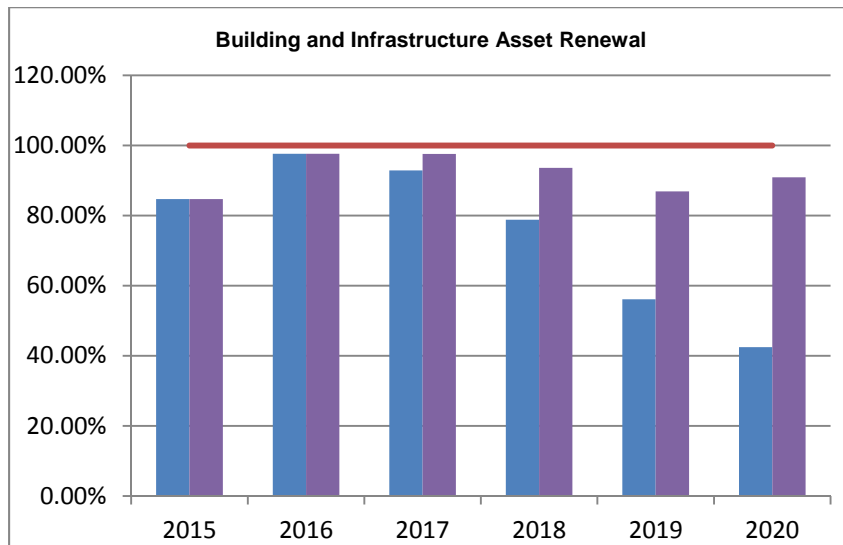
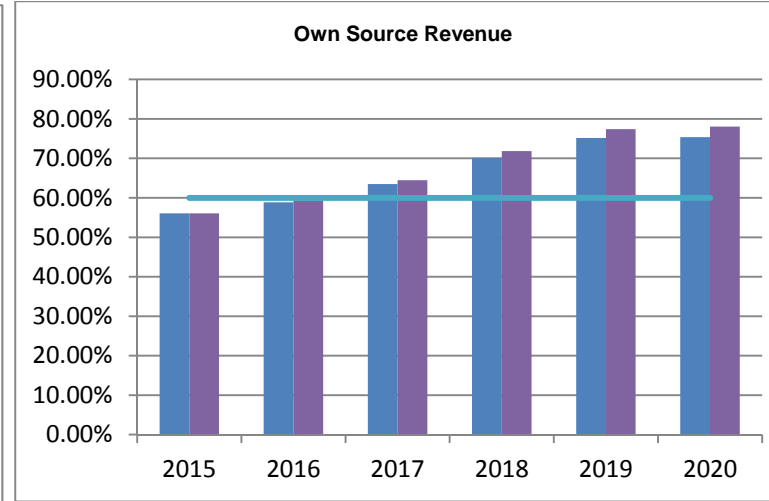
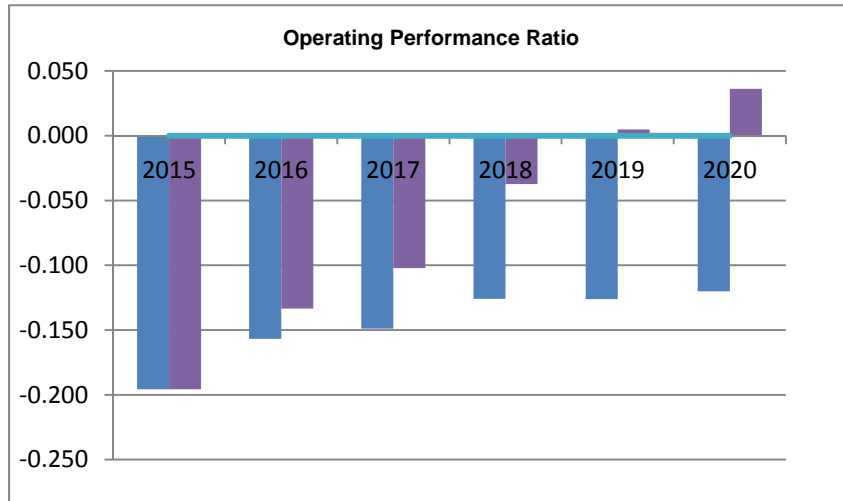


Cash & Cash Equivalents - end of the year	7,236	4,257	3,312	3,589	5,437	7,699	10,185	13,539	17,691	22,346
Investments - end of the year	24,647	24,647	24,647	24,647	24,647	24,647	24,647	24,647	24,647	24,647
Cash, Cash Equivalents & Investments - end of the year	31,882	28,904	27,958	28,235	30,084	32,345	34,831	38,186	42,338	46,993
Representing:										
- External Restrictions	14,635	14,033	13,442	12,861	12,291	11,732	11,186	10,652	10,131	9,624
- Internal Restrictons	12,102	13,125	14,147	15,170	16,192	17,215	18,237	19,260	20,282	21,305
- Unrestricted	5,145	1,746	370	205	1,601	3,399	5,409	8,274	11,925	16,064
	31,882	28,904	27,958	28,235	30,084	32,345	34,831	38,186	42,338	46,993



Attachment 13

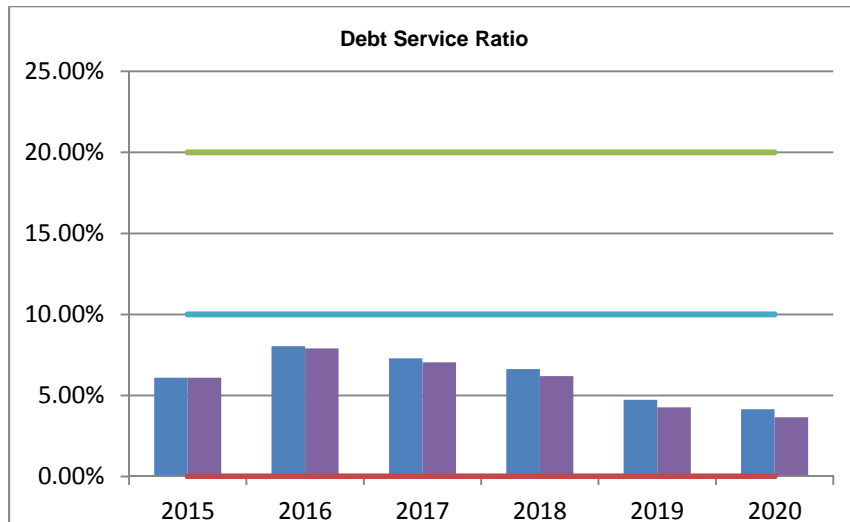
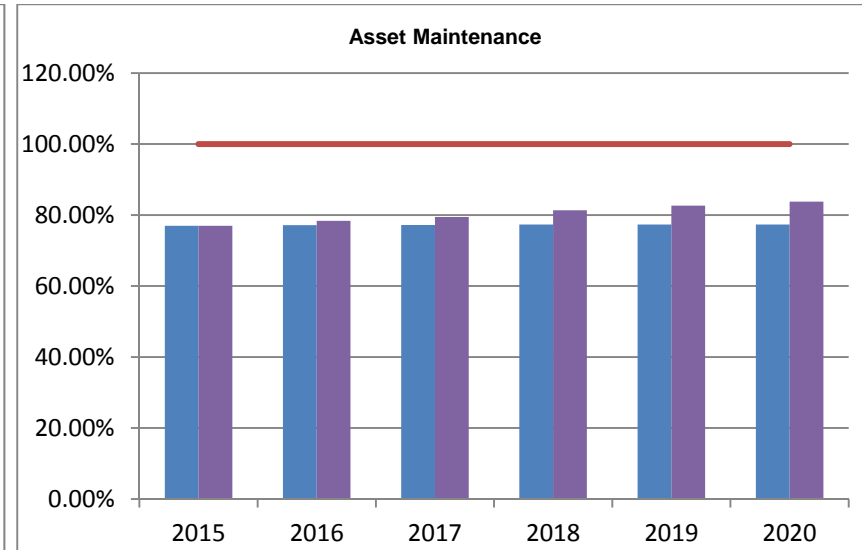
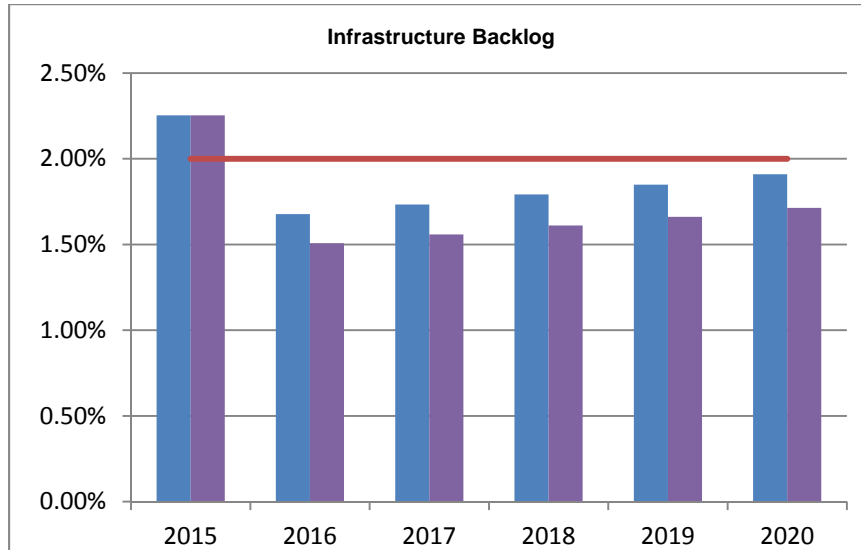
Fit for the Future Financial Indicators – Sustainability





Attachment 14

Fit for the Future Financial Indicators – Infrastructure and service management





Attachment 15

Fit for the Future Financial Indicators – Efficiency

