

APPENDIX C

SUPPLEMENTARY DELIVERY PROGRAM (SRV Version for Public Exhibition)

LONG TERM FINANCIAL PLAN (SRV Version) 2015 – 2026

February 2016

1. INTRODUCTION

Council's Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting Framework for NSW Local Government and forms part of Councils Resourcing Strategy.

This Version of the LTFP has been adjusted to account for the 1.8% rate peg as advised by IPART. Fees & Charges, and Materials & Contracts have been adjusted by the difference in the revised rate peg (1.8%) and the rate peg allowed (2.5%) in the public estimates.

a) OBJECTIVES

Local Government service provision has transformed significantly over recent decades, with councils now moving beyond a narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of communities. At the same time community expectations of local government have increased while other levels of government have devolved various functions. The overall effect is that councils must provide a greater range of services while endeavouring to meet higher standards.

The purpose of a LTFP is to provide a framework to assist with medium and longer term decision making and to ensure that decisions are made applying good financial management practices. The LTFP is where community aspirations of the Community Strategic Plan get tested against the financial capacity to deliver and reflects a balance between the community's desires for an increased level of service with an affordable cost of living. It is ultimately a tool for making improved short and long term financial decisions.

b) BENEFITS

The LTFP assists Yass Valley Council (Council) to ensure financial sustainability while achieving desirable outcomes for the community. Other benefits include:

- Providing information for Council's Resourcing Strategy to meet the requirements of Office of Local Government's (OLG) Integrated Planning and Reporting Framework;
- Assisting in the development of a long term capital works program with an affordable price path for Council services;
- Enabling Council to model 'what-if' scenarios to provide a basis for sound and strategic decision making;
- Assisting in achieving balanced budgets;
- Allowing future financial performance indicators to be calculated, such as return on capital invested; and
- Identifying funding strategies to effectively and efficiently achieve the goals and objectives of Council's Community Strategic Plan.

c) CURRENT FINANCIAL POSITION

The current financial position of Yass Valley Council is finely balanced and is sensitive to changes in external and internal financial parameters.

Currently our operating expenses significantly exceed our operating income and this situation needs to be addressed as a matter of priority. This position is outlined in the attached Base Case LTFP. The proposed SRV will address this imbalance over the next 10 years.

2. LONG TERM FINANCIAL SUSTAINABILITY

a) FIT FOR THE FUTURE

IPART has assessed Council as "*not fit*" as it did not meet the financial sustainability criteria of the assessment. In particular, Council did not achieve a positive Operating Performance Ratio by 2024/25. While Council's Fit for the Future submission met this criteria, a subsequent decision of Council not to implement the SRV that had been outlined in the submission appears to have substantially affected IPART's assessment.

b) FINANCIAL SUSTAINABILITY STRATEGY

Financial sustainability is one of the key issues facing local government.

Council's strategy for the term of the revised LTFP is to achieve the requirements above and to increase the efficient use of available funds through:

- achieving balanced budgets over the LTFP term which allows Council to maintain a positive working funds balance, provides Council with the flexibility to maintain liquidity, and to fund unforeseen expenditure;
- requesting a 6.7% Special Rate Variation for FY2016-17 and 3 x 6% SRV for FY2017-18 to 2019-20 raising \$5.2m for additional works during this period;
- continued utilisation of Reserves for new and renewal / upgrade works;
- undertaking projects of \$23m from General Revenues and Grant funding over the next 10 years;
- replenishing Reserves for future works from FY21/22, to provide for future unplanned events and alleviate pressures for any future SRV and new borrowings;
- embedding indexed savings of \$200k in FY16-17, \$400k in FY17-18 and \$600k from FY18/19 onwards resulting in \$5.318m in savings over the LTFP term. This was also included in the preferred Fit for the Future scenario;
- using funds currently utilised in loan repayments and borrowing costs to meet operational priorities from FY21/22 once those loans are paid out, further assisting in reducing the need for future SRV's; and
- the sale of land assets of \$500k in both FY16/17 and FY17/18.

3. FINANCIAL INFORMATION

a) ASSUMPTIONS

Preferred Model

Council has reviewed the preferred Fit for the Future Model (submitted for IPART assessment). The main variances between that model and this Revised Model are:

- updated rate peg from 2.4% to 1.8% for FY2016/17 and 2.5% from FY2017/18 as advised by IPART;
- additional Roads to Recovery funding in FY16/17 of \$1.375m; and
- revised 6.7% SRV for FY2016/17 and 3 x 6% SRV's from FY2017/18 to FY2019/20.

Assumptions introduced into this Revised Model are:

- increasing Reserves to provide future works funding without the need for additional SRV's. Forecast internal reserves will increase to 1.76 times annual capital works investment through this LTFP term, compared to 1.16 times forecast for FY15/16 in the Fit for the Future scenario;
- refining the incorporation of independent infrastructure condition assessments in the resource allocation process to best meet community expectations; and
- ensuring projects funded from SRV revenues are clearly identified and prioritised.

Base Case Model

Council has also reviewed the Fit for the Future Base Case Model (submitted for IPART assessment). The main variances between that model and this Revised Base Case Model are:

- updated rate peg from 2.4% to 1.8% for FY2016/17 and 2.5% from FY2017/18 as advised by IPART;
- additional Roads to Recovery funding and associated capital expenditure in FY16/17 of \$1.375m; and
- review of Reserves to best fund capital expenditure requirements.

b) RATIOS

Achievement of the financial sustainability strategy will see Council meeting the requirements for financial sustainability. The Tables and Graphs below represent the key indicator Council needs to meet. The Operating Statement and Cash Budget for both the Base Case LTFP – No SRV (submitted to IPART for assessment) and Revised LTFP – With SRV are provided.

Operating Performance Ratio

The Operating Performance Ratio is based on the Operating Statement.

This ratio measures a council's ability to contain operating expenditure within operating revenue, and is determined by the following formula:

$$\frac{\text{Operating Revenue (excluding Capital Grants and Contributions) less Operating Expenses}}{\text{Operating Revenue (excluding Capital Grants and Contributions)}}$$

The following Table 1 and Graph 1 outline the improvement in this ratio over the next 10 years with an SRV.

LONG TERM FINANCIAL PLAN (SRV VERSION)

Table 2 and Graph 2 outline the operating position without an SRV. It can be seen from this that significant and potentially unsustainable savings would need to be found and a reduction in the capital investment in order to become financially sustainable.

The peak in FY2016/17 and the trough in FY17/18 are the result of the fluctuations in the Roads to Recovery funding program over these two years.

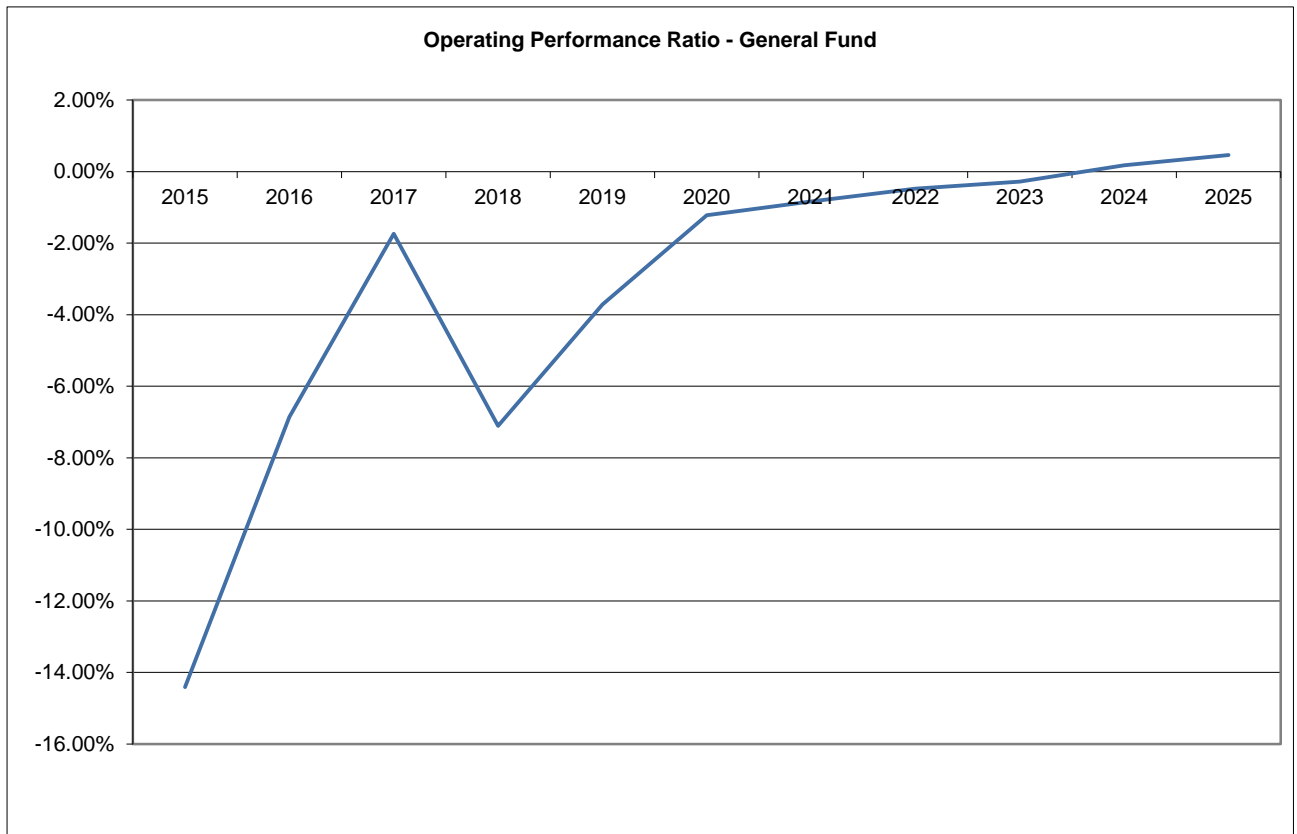
The sharp incline from FY17/18 to FY20/21 reflects the impact of the SRV. It can be seen from this that Council should maintain an 'upwards' trend, enabling Council to meet its commitments without the need for additional SRV's.

Table 1 - Operating Performance Ratio with SRV

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Operating Income*	21.502	22.929	22.745	24.001	25.426	26.303	27.223	28.169	29.149	30.169
Operating Expense	22.977	23.328	24.363	24.894	25.737	26.523	27.353	28.248	29.099	30.030
Operating Result	-1.475	-0.399	-1.617	-0.892	-0.311	-0.220	-0.130	-0.080	0.050	0.138
Ratio	-6.86%	-1.74%	-7.11%	-3.72%	-1.22%	-0.84%	-0.48%	-0.28%	0.17%	0.46%

* Capital Grants and Contributions have been removed

Graph 1 - Operating Performance Ratio with SRV



LONG TERM FINANCIAL PLAN (SRV VERSION)

Yass Valley Council

10 YEAR OPERATING STATEMENT – With SRV

	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	7,526,903	8,309,684	9,174,188	10,128,945	11,183,379	11,678,634	12,195,878	12,736,087	13,300,282	13,889,526
User Charges & Fees	1,840,889	1,873,575	1,919,789	1,967,159	2,025,424	2,085,436	2,147,249	2,210,917	2,276,494	2,344,039
Interest & Investment Revenue	389,935	389,935	389,935	389,935	389,935	389,935	389,935	389,935	389,935	389,935
Other Revenues	4,628,935	4,730,611	4,846,126	4,964,529	5,110,165	5,260,170	5,414,675	5,573,815	5,737,730	5,906,561
Grants & Contributions provided for Operating Purposes	7,115,560	7,625,211	6,415,108	6,550,596	6,717,246	6,888,896	7,075,696	7,257,799	7,445,366	7,638,559
Grants & Contributions provided for Capital Purposes	1,002,330	890,910	914,857	939,537	1,005,139	1,037,130	1,070,259	1,096,368	1,139,891	1,176,665
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	22,504,551	23,819,926	23,660,002	24,940,700	26,431,288	27,340,201	28,293,691	29,264,921	30,289,697	31,345,286
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,008,605	8,225,995	8,577,620	8,863,454	9,179,955	9,430,951	9,689,476	9,955,758	10,230,028	10,512,526
Borrowing Costs	188,893	159,069	125,383	90,722	53,966	15,023	-	-	-	-
Materials & Contracts	6,897,730	7,092,404	7,836,825	8,144,147	8,463,918	8,802,552	9,154,577	9,520,513	9,900,911	10,296,336
Depreciation & Amortisation	4,849,513	4,962,476	5,062,321	5,165,783	5,331,023	5,485,108	5,635,605	5,812,451	5,920,238	6,081,843
Other Expenses	3,032,005	2,888,282	2,760,489	2,629,502	2,708,387	2,789,638	2,873,327	2,959,527	3,048,313	3,139,762
Total Expenses from Continuing Operations	22,976,745	23,328,226	24,362,639	24,893,608	25,737,248	26,523,272	27,352,985	28,248,249	29,099,490	30,030,467
Operating Result from Continuing Operations	(472,195)	491,699	(702,637)	47,093	694,039	816,929	940,706	1,016,672	1,190,207	1,314,819
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(472,195)	491,699	(702,637)	47,093	694,039	816,929	940,706	1,016,672	1,190,207	1,314,819
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,474,525)	(399,211)	(1,617,494)	(892,444)	(311,099)	(220,201)	(129,553)	(79,696)	50,316	138,154

LONG TERM FINANCIAL PLAN (SRV VERSION)

Yass Valley Council

10 YEAR FINANCIAL PLAN CASH BUDGET – With SRV

	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Income										
Rates - Ordinary	7,526,903	8,309,684	9,174,188	10,128,945	11,183,379	11,678,634	12,195,878	12,736,087	13,300,282	13,889,526
User Charges - Specific	440,200	448,106	459,284	470,741	484,833	499,348	514,298	529,697	545,558	561,895
Fees & Charges - Statutory & Regulatory	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Fees & Charges - Other	1,376,688	1,401,469	1,436,505	1,472,418	1,516,591	1,562,088	1,608,951	1,657,219	1,706,936	1,758,144
Interest & Investment Revenues - o/s Rates & Annual Charges	39,935	39,935	39,935	39,935	39,935	39,935	39,935	39,935	39,935	39,935
Interest & Investment Revenues - Investments	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Other Revenues	4,628,935	4,730,611	4,846,126	4,964,529	5,110,165	5,260,170	5,414,675	5,573,815	5,737,730	5,906,561
Operating Grants - General Purpose (Untied)	1,667,859	1,667,859	1,709,555	1,752,294	1,804,863	1,859,009	1,914,779	1,972,222	2,031,389	2,092,331
Operating Grants - Specific Purpose	2,633,352	3,106,554	1,783,484	1,803,181	1,827,409	1,852,364	1,888,068	1,914,542	1,941,811	1,969,898
Operating Contributions - General Purpose (Untied)	1,194,349	1,194,349	1,224,208	1,254,813	1,292,458	1,331,232	1,371,169	1,412,304	1,454,673	1,498,313
Operating Contributions - Specific - Other Contributions	1,619,999	1,656,449	1,697,861	1,740,307	1,792,516	1,846,292	1,901,680	1,958,731	2,017,493	2,078,018
Total Operating Income	21,502,221	22,929,016	22,745,145	24,001,164	25,426,149	26,303,071	27,223,432	28,168,553	29,149,806	30,168,621
Operating Expenditure										
Employee Costs - Salaries	6,554,238	6,737,757	7,056,201	7,307,606	7,601,834	7,829,889	8,064,786	8,306,729	8,555,931	8,812,609
Employee Costs - Superannuation	325,000	350,026	375,087	401,193	413,229	425,626	438,395	451,547	465,093	479,046
Employee Costs - Workers Comp	315,938	324,784	332,904	341,227	351,463	362,007	372,868	384,054	395,575	407,442
Employee Costs - Other	813,428	813,428	813,428	813,428	813,428	813,428	813,428	813,428	813,428	813,428
Borrowing Costs - Interest on Loans (External)	207,000	159,069	125,383	90,722	53,967	15,023	-	-	-	-
Materials & Contracts - Raw Materials & Consumables	8,000	8,204	8,491	8,831	9,184	9,551	9,933	10,331	10,744	11,174
Materials & Contracts - Contracts	87,000	89,219	92,341	96,035	99,876	103,871	108,026	112,347	116,841	121,515
Materials & Contracts - Legal Expenses	22,000	22,341	22,900	23,472	24,411	25,387	26,403	27,459	28,557	29,700
Materials & Contracts - Other	7,557,834	7,766,872	8,544,726	8,886,515	9,241,975	9,611,654	9,996,120	10,395,965	10,811,804	11,244,276
Depreciation - IPP&E	4,849,513	4,978,156	5,078,001	5,181,463	5,346,703	5,500,788	5,651,285	5,828,131	5,935,918	6,097,523
Other Expenses - Insurance	169,500	172,551	176,865	181,286	186,725	192,327	198,097	204,040	210,161	216,466
Other Expenses - Statutory & Regulatory	75,000	76,350	78,259	80,215	82,622	85,101	87,654	90,283	92,992	95,781
Other Expenses - Other	2,787,505	2,639,381	2,505,366	2,368,000	2,439,040	2,512,211	2,587,577	2,665,205	2,745,161	2,827,515
Total Operating Expenditure	23,771,957	24,138,138	25,209,951	25,779,992	26,664,457	27,486,864	28,354,571	29,289,518	30,182,205	31,156,475

LONG TERM FINANCIAL PLAN (SRV VERSION)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Surplus/(Deficit)	(2,269,737)	(1,209,123)	(2,464,806)	(1,778,829)	(1,238,308)	(1,183,792)	(1,131,139)	(1,120,965)	(1,032,399)	(987,854)
Capital Income										
Capital Grants - Recurrent	698,000	680,295	697,303	714,735	771,916	795,070	818,925	835,303	868,613	894,670
Capital Grants - Non-recurrent	100,000	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Capital Contributions - Recurrent - Developer Contributions	-	-	-	-	-	-	-	-	-	-
Capital Contributions - Non-recurrent - Developer Contributions	149,998	156,283	163,222	170,469	178,891	187,728	197,002	206,734	216,946	227,663
Capital Contributions - Recurrent - Other Contributions	54,332	54,332	54,332	54,332	54,332	54,332	54,332	54,332	54,332	54,332
Proceeds from Sale of Real Estate	-	500,000	500,000	-	-	-	-	-	-	-
Depreciation (non-cash) contra Income	4,849,513	4,978,156	5,078,001	5,181,463	5,346,703	5,500,788	5,651,285	5,828,131	5,935,918	6,097,523
Total Capital Income	5,851,844	6,369,067	6,492,858	6,121,000	6,351,842	6,537,918	6,721,544	6,924,500	7,075,808	7,274,188
Capital Expenditure										
Loan Principal Repayments (External)	510,450	539,956	573,642	608,303	645,058	507,022	-	-	-	-
Purchase of I,PP&E	4,781,523	5,606,196	4,232,933	4,462,974	4,979,343	5,147,690	5,422,208	5,619,956	5,826,198	6,038,219
Total Capital Expenditure	5,291,973	6,146,152	4,806,575	5,071,277	5,624,401	5,654,712	5,422,208	5,619,956	5,826,198	6,038,219
Capital Surplus/(Deficit)	559,871	222,915	1,686,282	1,049,723	727,441	883,206	1,299,336	1,304,544	1,249,611	1,235,969
Transfer from Reserves (Income)										
Transfer from Reserves	2,160,232	1,376,241	1,483,091	939,542	857,301	883,249	547,784	566,318	585,408	605,069
Total Transfer from Reserves (Income)	2,160,232	1,376,241	1,483,091	939,542	857,301	883,249	547,784	566,318	585,408	605,069
Transfer to Reserves (Expenditure)										
Transfer to Reserves	1,227,470	1,184,265	1,536,199	1,081,142	1,257,962	1,530,575	1,701,888	1,775,486	1,869,654	1,963,512
Total Transfer to Reserves (Expenditure)	1,227,470	1,184,265	1,536,199	1,081,142	1,257,962	1,530,575	1,701,888	1,775,486	1,869,654	1,963,512
Net Reserve Surplus/(Deficit)	932,762	191,976	(53,108)	(141,600)	(400,661)	(647,326)	(1,154,104)	(1,209,168)	(1,284,246)	(1,358,443)

LONG TERM FINANCIAL PLAN (SRV VERSION)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Internal Income										
Other Internal Income - Operating	777,104	794,232	831,632	870,705	911,528	947,912	985,906	1,025,589	1,067,035	1,110,328
Total Internal Income	777,104	794,232	831,632	870,705	911,528	947,912	985,906	1,025,589	1,067,035	1,110,328
Internal Expenditure										
Internal Expenditure - Capitalised	-	-	-	-	-	-	-	-	-	-
Total Internal Expenditure	-	-	-	-	-	-	-	-	-	-
Internal Surplus/(Deficit)	777,104	794,232	831,632	870,705	911,528	947,912	985,906	1,025,589	1,067,035	1,110,328
Net Surplus/(Deficit)	0	0	0	(0)	0	(0)	(0)	(0)	0	0

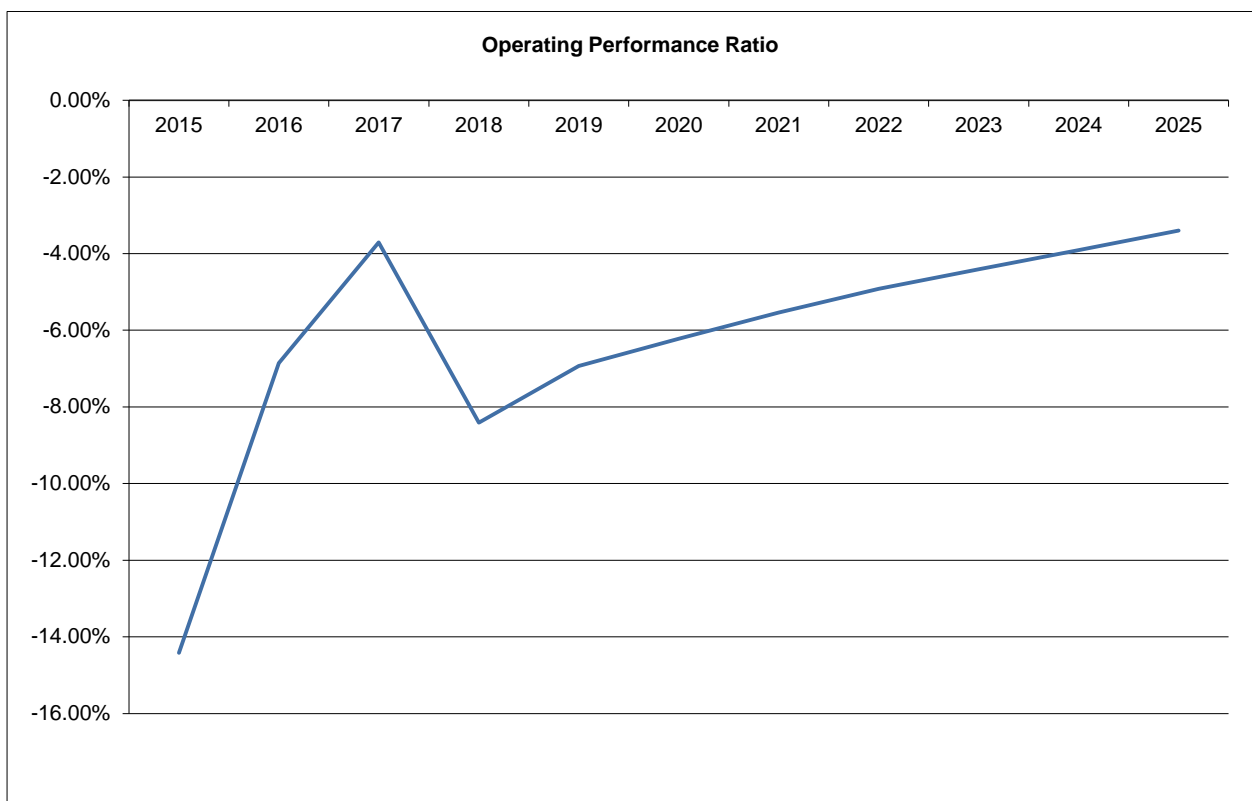
LONG TERM FINANCIAL PLAN (SRV VERSION)

Table 2 – Base Case Operating Performance Ratio Without SRV

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Operating Income*	21.502	22.427	21.724	22.386	23.133	23.908	24.722	25.556	26.422	27.319
Operating Expense	22.977	23.258	23.551	23.938	24.572	25.231	25.938	26.683	27.453	28.248
Operating Result	-1.474	-0.831	-1.828	-1.552	-1.439	-1.323	-1.216	-1.127	-1.032	-0.929
Ratio	-6.86%	-3.71%	-8.41%	-6.93%	-6.22%	-5.54%	-4.92%	-4.41%	-3.91%	-3.40%

* Capital Grants and Contributions have been removed

Graph 2 – Base Case Operating Performance Ratio Without SRV



The peak in FY2016/17 and the trough in FY17/18 are the result of the fluctuations in the Roads to Recovery funding program over these two years.

LONG TERM FINANCIAL PLAN (SRV VERSION)

Yass Valley Council

10 YEAR OPERATING STATEMENT – Base Case Without SRV

	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	7,526,903	7,807,325	8,152,682	8,513,374	8,890,080	9,283,512	9,694,412	10,123,556	10,571,755	11,039,853
User Charges & Fees	1,840,889	1,873,575	1,919,789	1,967,159	2,025,424	2,085,436	2,147,249	2,210,917	2,276,494	2,344,039
Interest & Investment Revenue	389,935	389,935	389,935	389,935	389,935	389,935	389,935	389,935	389,935	389,935
Other Revenues	4,628,935	4,730,611	4,846,126	4,964,529	5,110,165	5,260,170	5,414,675	5,573,815	5,737,730	5,906,561
Grants & Contributions provided for Operating Purposes	7,115,560	7,625,211	6,415,108	6,550,596	6,717,246	6,888,896	7,075,696	7,257,799	7,445,366	7,638,559
Grants & Contributions provided for Capital Purposes	1,002,330	890,910	914,857	939,537	1,005,139	1,037,130	1,070,259	1,096,368	1,139,891	1,176,665
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	22,504,551	23,317,566	22,638,497	23,325,129	24,137,988	24,945,079	25,792,226	26,652,391	27,561,170	28,495,612
Expenses from Continuing Operations										
Employee Benefits & On-Costs	8,008,605	8,225,995	8,427,620	8,634,704	8,869,342	9,111,020	9,359,947	9,616,343	9,880,430	10,152,441
Borrowing Costs	188,893	159,069	125,383	90,722	53,966	15,023	-	-	-	-
Materials & Contracts	6,897,730	7,092,404	7,286,825	7,572,147	7,869,038	8,183,877	8,511,154	8,851,354	9,204,986	9,572,573
Depreciation & Amortisation	4,849,513	4,892,027	4,950,920	5,010,519	5,070,833	5,131,872	5,193,642	5,256,154	5,319,416	5,383,437
Other Expenses	3,032,005	2,888,282	2,760,489	2,629,502	2,708,387	2,789,638	2,873,327	2,959,527	3,048,313	3,139,762
Total Expenses from Continuing Operations	22,976,745	23,257,777	23,551,238	23,937,594	24,571,567	25,231,430	25,938,071	26,683,378	27,453,145	28,248,214
Operating Result from Continuing Operations	(472,195)	59,789	(912,741)	(612,465)	(433,578)	(286,350)	(145,846)	(30,987)	108,025	247,399
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(472,195)	59,789	(912,741)	(612,465)	(433,578)	(286,350)	(145,846)	(30,987)	108,025	247,399
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,474,525)	(831,121)	(1,827,598)	(1,552,001)	(1,438,717)	(1,323,480)	(1,216,104)	(1,127,356)	(1,031,866)	(929,266)

LONG TERM FINANCIAL PLAN (SRV VERSION)

Yass Valley Council

10 YEAR FINANCIAL PLAN – Base Case Cash Budget Without SRV

	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Income										
Rates - Ordinary	7,526,903	7,807,325	8,152,682	8,513,374	8,890,080	9,283,512	9,694,412	10,123,556	10,571,755	11,039,853
User Charges - Specific	440,200	448,106	459,284	470,741	484,833	499,348	514,298	529,697	545,558	561,895
Fees & Charges - Statutory & Regulatory	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Fees & Charges - Other	1,376,688	1,401,469	1,436,505	1,472,418	1,516,591	1,562,088	1,608,951	1,657,219	1,706,936	1,758,144
Interest & Investment Revenues - o/s Rates & Annual Charges	39,935	39,935	39,935	39,935	39,935	39,935	39,935	39,935	39,935	39,935
Interest & Investment Revenues - Investments	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Other Revenues	4,628,935	4,730,611	4,846,126	4,964,529	5,110,165	5,260,170	5,414,675	5,573,815	5,737,730	5,906,561
Operating Grants - General Purpose (Untied)	1,667,859	1,667,859	1,709,555	1,752,294	1,804,863	1,859,009	1,914,779	1,972,222	2,031,389	2,092,331
Operating Grants - Specific Purpose	2,633,352	3,106,554	1,783,484	1,803,181	1,827,409	1,852,364	1,888,068	1,914,542	1,941,811	1,969,898
Operating Contributions - General Purpose (Untied)	1,194,349	1,194,349	1,224,208	1,254,813	1,292,458	1,331,232	1,371,169	1,412,304	1,454,673	1,498,313
Operating Contributions - Specific - Other Contributions	1,619,999	1,656,449	1,697,861	1,740,307	1,792,516	1,846,292	1,901,680	1,958,731	2,017,493	2,078,018
Total Operating Income	21,502,221	22,426,656	21,723,640	22,385,592	23,132,850	23,907,949	24,721,967	25,556,022	26,421,279	27,318,948
Operating Expenditure										
Employee Costs - Salaries	6,554,238	6,737,757	6,906,201	7,078,856	7,291,222	7,509,958	7,735,257	7,967,315	8,206,334	8,452,524
Employee Costs - Superannuation	325,000	350,026	375,087	401,193	413,229	425,626	438,395	451,547	465,093	479,046
Employee Costs - Workers Comp	315,938	324,784	332,904	341,227	351,463	362,007	372,868	384,054	395,575	407,442
Employee Costs - Other	813,428	813,428	813,428	813,428	813,428	813,428	813,428	813,428	813,428	813,428
Borrowing Costs - Interest on Loans (External)	207,000	159,069	125,383	90,722	53,967	15,023	-	-	-	-
Materials & Contracts - Raw Materials & Consumables	8,000	8,204	8,491	8,831	9,184	9,551	9,933	10,331	10,744	11,174
Materials & Contracts - Contracts	87,000	89,219	92,341	96,035	99,876	103,871	108,026	112,347	116,841	121,515
Materials & Contracts - Legal Expenses	22,000	22,341	22,900	23,472	24,411	25,387	26,403	27,459	28,557	29,700
Materials & Contracts - Other	7,557,834	7,766,872	7,994,726	8,314,515	8,647,095	8,992,979	9,352,698	9,726,806	10,115,878	10,520,513
Depreciation - IPP&E	4,849,513	4,907,707	4,966,600	5,026,199	5,086,513	5,147,551	5,209,322	5,271,834	5,335,096	5,399,117
Other Expenses - Insurance	169,500	172,551	176,865	181,286	186,725	192,327	198,097	204,040	210,161	216,466
Other Expenses - Statutory & Regulatory	75,000	76,350	78,259	80,215	82,622	85,101	87,654	90,283	92,992	95,781
Other Expenses - Other	2,787,505	2,639,381	2,505,366	2,368,000	2,439,040	2,512,211	2,587,577	2,665,205	2,745,161	2,827,515
Total Operating Expenditure	23,771,957	24,067,689	24,398,550	24,823,979	25,498,775	26,195,021	26,939,657	27,724,647	28,535,860	29,374,221

LONG TERM FINANCIAL PLAN (SRV VERSION)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Surplus/(Deficit)	(2,269,737)	(1,641,033)	(2,674,910)	(2,438,386)	(2,365,925)	(2,287,072)	(2,217,690)	(2,168,625)	(2,114,581)	(2,055,274)
Capital Income										
Capital Grants - Recurrent	698,000	680,295	697,303	714,735	771,916	795,070	818,925	835,303	868,613	894,670
Capital Grants - Non-recurrent	100,000	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Capital Contributions - Non-recurrent - Developer Contributions	149,998	156,283	163,222	170,469	178,891	187,728	197,002	206,734	216,946	227,663
Capital Contributions - Recurrent - Other Contributions	54,332	54,332	54,332	54,332	54,332	54,332	54,332	54,332	54,332	54,332
Proceeds from Sale of Real Estate	-	500,000	500,000	-	-	-	-	-	-	-
Depreciation (non-cash) contra Income	4,849,513	4,907,708	4,966,600	5,026,199	5,086,514	5,147,552	5,209,323	5,271,834	5,335,096	5,399,118
Total Capital Income	5,851,844	6,298,618	6,381,457	5,965,736	6,091,653	6,184,682	6,279,581	6,368,203	6,474,987	6,575,782
Capital Expenditure										
Loan Principal Repayments (External)	510,450	539,956	573,642	608,303	645,058	507,022	-	-	-	-
Purchase of I,PP&E	4,781,523	5,146,213	3,964,537	3,789,752	3,992,197	4,338,500	5,047,797	5,225,168	5,427,441	5,630,837
Total Capital Expenditure	5,291,973	5,686,169	4,538,179	4,398,055	4,637,255	4,845,522	5,047,797	5,225,168	5,427,441	5,630,837
Capital Surplus/(Deficit)	559,871	612,449	1,843,278	1,567,681	1,454,397	1,339,160	1,231,785	1,143,035	1,047,546	944,946
Transfer from Reserves (Income)										
Transfer from Reserves	2,160,232	1,376,241	1,483,091	939,542	857,301	883,249	547,784	566,318	585,408	605,069
Total Transfer from Reserves (Income)	2,160,232	1,376,241	1,483,091	939,542	857,301	883,249	547,784	566,318	585,408	605,069
Transfer to Reserves (Expenditure)										
Transfer to Reserves	1,227,470	1,141,889	1,483,091	939,542	857,301	883,249	547,784	566,318	585,408	605,069
Total Transfer to Reserves (Expenditure)	1,227,470	1,141,889	1,483,091	939,542	857,301	883,249	547,784	566,318	585,408	605,069
Net Reserve Surplus/(Deficit)	932,762	234,352	-	-	-	-	-	-	-	-

LONG TERM FINANCIAL PLAN (SRV VERSION)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Internal Income										
Other Internal Income - Operating	777,104	794,232	831,632	870,705	911,528	947,912	985,906	1,025,589	1,067,035	1,110,328
Total Internal Income	777,104	794,232	831,632	870,705	911,528	947,912	985,906	1,025,589	1,067,035	1,110,328
Internal Expenditure										
Other Internal Expenditure - Operating	-	-	-	-	-	-	-	-	-	-
Total Internal Expenditure	-	-	-	-	-	-	-	-	-	-
Internal Surplus/(Deficit)	777,104	794,232	831,632	870,705	911,528	947,912	985,906	1,025,589	1,067,035	1,110,328
Net Surplus/(Deficit)	0	(0)	(0)	0	(0)	(0)	0	(0)	0	0