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## LONG TERM FINANCIAL PLAN



2014/15 – 2023/24



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# EXECUTIVE SUMMARY



Community consultation in 2012 established the Fairfield Community wanted the existing suite of services provided by Council to continue at the same level over the next 10 years. In some cases the community wants the level of service to increase. During this process the Community also identified their priorities over the next 10 years. These community priorities have given rise to new initiatives and projects that are detailed within the Long Term Financial Plan (LTFP). In addition Council is proposing to address its asset backlog so that the condition of its infrastructure remains stable for the next 10 years.

For Council to deliver and build on the existing suite of services and their levels, it will mean that various financial strategies will need to be explored to pay for them and to maintain Council's financial sustainability. Some of the strategies explored form part of this LTFP, including selling assets; utilising cash reserves; productivity and efficiency improvements; generating long term income streams from development activities; and increasing rates.

Another complicating factor for Council's revenue position is that it has an existing Special Rate Variation (SRV) that concludes in 2013/14 (the second year of the current Delivery Program 2013-2017). This SRV commenced in 2001/02 and was approved for a 13 year period. Council's rating revenue will therefore reduce by approximately 5% in 2014/15. This reduction will mean that Council will be unable to provide the services that the Community expects without alternative funding strategies including increases to rating revenue.

Throughout the past few years Council has been mindful of the Community's capacity to pay (Fairfield is the most socio-economic disadvantaged within Metropolitan Sydney) and the longer term issue of costs outstripping revenue. As a consequence, there has been a strong focus on productivity improvements, cost containment and revenue opportunities (these are detailed in the LTFP).

Efficiency measures, while important, will not be sufficient by itself to address the expense/revenue gap facing Council.

Also, Council has restructured its rates lowering the dependency on residential ratepayers from 75% to 60% of total rating revenue, and bringing them generally in line with neighbouring Councils. The effect of this is that the average residential rates are now lower in nominal terms to what they were in 2007-08. Should the restructuring of rates not happened and the rate pegged increases were applied to the pre-restructure residential rate, then the average residential rate would be \$173 more today - this is a saving on average of \$173pa per residential property.

For Council to deliver on the Community expectations and respond to the longer term issues, the following strategies are proposed in the LTFP:

- Council to develop Dutton Lane Cabramatta generating ongoing property rental income stream of \$2.4m net from 2016/17. This development will be a fully funded commercial stand alone development costing approximately \$16m. It will be funded by external loans.
- Continued vigilance on cost containment and efficiency strategies including a targeted further \$500k pa from 2017/18 from the future initiatives identified.
- Utilising available cash reserves in a more flexible manner to fund peak cash flow requirements during the Delivery Program 2013-17 period.
- Selling Council properties for \$1.8m to fund new initiatives.
- Options for a Special Rate Variation (SRV) increases including further intervention initiatives to progress to achieve Council's operating position to about 3% of own sourced income.





With these proposals Council will be able to meet the Community's expectations for service provision, address asset backlog and maintain its financial sustainability.

The key issues facing Council are:

- growth in depreciating assets expenses with \$1.4 billion in assets to be maintained and renewed and asset revaluation being updated every 5 years, depreciation will continue to have a significant impact on operating surpluses
- containment of employee costs
- revenue not keeping pace with expenditure growth. The impact of rate capping not maintaining pace with growth in CPI and/or growth in expenses
- cost shifting
- reliance on grant funding for operations and capital growth.

## LONG TERM FINANCIAL PLAN OBJECTIVES

The LTFP intends to achieve the following objectives:

1. Maintain the existing service levels to the community.
2. Increase some levels of services.
3. Maintain operating surplus position.
4. Utilise available cash reserves as cash flow requires.
5. No future borrowing planned for works other than for projects that have a fully funded model .
6. Asset condition on average will remain constant.



# INTRODUCTION



## Requirements under Section 403 of the Local Government Act states:

- A Council must have a long term resourcing strategy to achieve the objectives established by the Community Strategic Plan, for which the Council is responsible.
- The strategy must include provision for long-term financial planning, workforce management planning and asset management planning.

## What are the general requirements for long term financial planning?

- 2.1 Each Council must prepare a Long Term Financial Plan.
- 2.2 The Long Term Financial Plan must be used to inform decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.

## What is the minimum timeframe for the Long Term Financial Plan?

- 2.3 The Long Term Financial Plan must be for a minimum of ten years.

## How often must the Long Term Financial Plan be reviewed?

- 2.4 The Long Term Financial Plan must be updated at least annually as part of the development of the Operational Plan.
- 2.5 The Long Term Financial Plan must be reviewed in detail as part of the four yearly review of the Community Strategic Plan.

## What is the basic structure of the Long Term Financial Plan?

- 2.6 The Long Term Financial Plan must include:
  - Projected income and expenditure, balance sheet and cash flow statement
  - Planning assumptions used to develop the Plan
  - Sensitivity analysis - highlights factors/ assumptions most likely to affect the Plan
  - Financial modelling for different scenarios e.g. planned/ optimistic/ conservative
  - Methods of monitoring financial performance.

## Economic Outlook

The growth in the Australian economy remains below trend and expectations over the year, however business and consumer confidence is lifting. Inflation is well contained, wage growth is mild and productivity growth is positive, however there is enough excess capacity within the domestic economy to keep this stability for some time.

Net exports is increasing due to the production phase of the mining boom however the growth outlook is unclear due to slowing economies in Asia and Australia's increasing dependency on China as an export partner.



The Reserve Bank of Australia left the cash rate unchanged at 2.5% at the November 2013 review given that global growth has been below average in 2013 with expectations of improvement in 2014.

The Reserve Bank of Australia holds a stable inflation outlook with uncertain growth prospects and hence retain scope to reduce the official cash rate if deemed necessary. The OECD is expecting 2.5% growth in 2013 and 3.25% in 2014 for Australia.

The domestic economy continues transitioning from the mining sector as the labour intensive construction phase moves into the less labour intensive production phase. This shift in the mining industry should see skilled labour returning from mining areas to regional markets. This should ease skill shortages and reduce some of the growth barriers faced by businesses. That said, some commentators are expecting to see the unemployment rate increase to as much as 6.25% over the 2014 period as this labour shift occurs.

The current economic characteristics that present challenges to Fairfield City are;

- high unemployment,
- low labour market participation,
- low English language, literacy and numeracy skills,
- low levels of education, skills and qualifications,
- a nationally declining manufacturing industry which is the largest employing industry in Fairfield City,
- a fragmented tourism industry,
- a changing retail sector,
- competing regional business parks and industrial areas,
- ageing infrastructure,
- limited internal public transport options
- industry impacted from an unskilled labour market

- a high Australian dollar impacting export industries

The industry providing the most jobs in Fairfield LGA as at Census 2011 is Manufacturing, with Retail Trade placing second. However it is these top two industry sectors under most threat of current economic circumstances. In the ten years between Census 2001 and Census 2011, these two industry sectors, along with Wholesale trade collectively lost approximately 5,600 jobs.

Conversely, there has been significant growth in the industries of Accommodation and Food Services, Public Administration and Safety, Health Care and Social Assistance as well as Education. These four industries have added just over 4,000 jobs in the ten years between Census 2001 and Census 2011.

The Manufacturing and Wholesale Trade industries are joined by the Transport, Postal and Warehousing industry sectors as the top three economically significant industries in terms of the value of output, employment, exports and incomes for the City of Fairfield.

As at February 2012, the value of one years production (GRP) within the Fairfield City economy was \$7.4bn in real business processes and new drivers of growth. This will lead to higher business and consumer confidence which will drive positive local economic growth in the medium to long terms. The Gross Regional Product (GRP) in January 2010 was \$7.5bn in real terms. This shows a slight contraction in the value of the Fairfield economy that is not inconsistent with the moderate increase in employment figures between 2006 and 2011 Census periods.

Fairfield will continue to experience moderate structural shift in declining employment in the manufacturing, retail and wholesale industries and increasing growth in health care and education. As national growth starts to increase from a strengthening global economy, this activity will



filter through to the LGA level. The gradual return of skilled labour from the mining industry is hoped to remove some of the current growth barriers for business and industry as well as introduce innovations, improved business processes and new drivers of growth. This will lead to higher business and consumer confidence which will drive positive local economic growth in the medium to long term.

### Community's Aspirations and Priorities

- Priority 1 - Improved community safety
- Priority 2 - A clean and attractive place
- Priority 3 - Better health services
- Priority 4 - Less rubbish dumping
- Priority 5 - Cleaner environment
- Priority 6 - Improved roads
- Priority 7 - Better public transport
- Priority 8 - Access to Schools, Universities and TAFE
- Priority 9 - More parking
- Priority 10 - More activities for youth and children

These community priorities have given rise to the following new initiatives and projects.

#### PRIORITY 1 - IMPROVED COMMUNITY SAFETY

- CCTV Camera Program to be rolled out across the City

#### PRIORITY 2 - A CLEAN AND ATTRACTIVE PLACE

- Appointment of a cleaning attendant to improve cleanliness in the Fairfield and Cabramatta Town Centres
- Upgrade works in Fairfield City Centre

- Revitalisation of Cabramatta Town Centre with Council's Dutton Lane Development

#### PRIORITY 3 - BETTER HEALTH SERVICES

- The addition of gym equipment and walking paths in key parks across the City

#### PRIORITY 4 - LESS RUBBISH DUMPING

#### PRIORITY 5 - CLEANER ENVIRONMENT

- The permanent appointment of the Waste Enforcement Group to address rubbish dumping
- Implementation of the new mulching service to further facilitate the recycling of green waste

#### PRIORITY 6 - IMPROVED ROADS

- Approximately \$32.9 million on the upgrade, renew and maintenance of roads as part of the Roads Rehabilitation and Roads and Maritime Services Repair programs

#### PRIORITY 7 - BETTER PUBLIC TRANSPORT

- The permanent implementation of the City Connect Bus service

#### PRIORITY 9 - MORE PARKING

- New and/or upgraded car parks in;
- Canley Heights
- Bonnyrigg
- Fairfield and
- Cabramatta

#### PRIORITY 10 - MORE ACTIVITIES FOR YOUTH AND CHILDREN

- Extension of Prairiewood Youth and Community Centre
- Fairfield Park Adventure Playground
- Bonnyrigg Town Centre Park upgrade including a flying fox and play equipment
- New Water Park at Prairiewood Leisure Centre.

<sup>1</sup> Sources: NSW Treasury, International Monetary Fund World Economic And Financial Surveys, Regional Economic Outlook: Asia and Pacific April 2013, National Australia Bank Industry and Market Research Division, Fairfield City Council Economic Development Framework.





## Highlights of the 2013-2017 Delivery Program

Through the Delivery Program, Council commits to deliver a wide range of services, major programs and new initiatives to the community to work towards the goals and priorities identified in the Fairfield City Plan 2012-2022. The section provides an overview, while the 'Themes' section in the Delivery Program provides more detail.

### SERVICES

Council provides the following ongoing services to the community:

- Access to Information
- Asset Management – Civil and Built
- Asset Management – Open Space
- Building Control and Compliance
- Built Systems – Transport, Traffic and Road Safety
- Catchment Management
- CCTV Camera Program
- Children and Family Services
- City Connect Bus
- Civic and Councillor Services
- Communications
- Compliance, Investigation and Enforcement
- Customer Service Administration Building
- Development Planning
- Emergency Risk Management
- Environmental and Public Health
- Fairfield Consulting Services
- Leisure Centres
- Library
- Museum and Gallery
- Place Management and Economic Development
- Property and Community Facilities

- Showground and Golf Course
- Social and Cultural Development
- Strategic Land Use Planning
- Street and Public Amenities Cleaning
- Waste Education and Environmental Sustainability
- Waste Management

The following internal services support the organisation and the above community services:

- Built Systems – Landscape, urban design and surveying
- Corporate Business Improvement
- Financial Management
- Financial Operations
- Governance
- Human Resources
- Information and Records
- Information Technology
- Infrastructure Construction and Maintenance
- Insurance
- Integrated Planning and Reporting
- Major Projects and Construction Contracts Management
- Payroll
- Procurement, Fleet and Stores
- Property Development Fund
- Sustainable Resource Centre

Unless noted otherwise, these services are assumed to be provided to the same standard throughout the period of the LTFP.



## MAJOR PROGRAMS

Council undertakes a number of major works programs each year with the specific locations or tasks listed in the annual Operational Plan. The Major Programs are:

- Disability Upgrades – Access Improvement Program
- Road & Maritime Services 3\*3 Grant for Regional Roads
- Building Asset Renewal
- Footpath Replacement Program
- New Footpath Construction Program
- Road Rehabilitation
- Roads to Recovery Program
- Emergency Asset Failure
- Roads & Maritime Services Repair Program for Regional Roads
- Asset Management Strategy
- Open Space Land Acquisition & Embellishment
- Parks Improvement Program (2013-14 only)
- Blackspot Program
- Local Area Traffic Management (LATM) Program
- Pedestrian Access and Mobility Plan (PAMP)
- Centre Improvement Program (CIP)
- Existing Stormwater Management Program
- Flood Mitigation Program
- Stormwater Levy Program
- Waste Less Recycle More
- Long Term Financial Plan
- Workforce Management Plan
- Fleet Renewal Program

For the period beyond the delivery program, expenditure on major programs is assumed to be consistent with adjustment for CPI.





## NEW INITIATIVES

The following new initiatives will be delivered across the four years of the Delivery Program. Initiatives that are tied to SRV increase are detailed on pages 18 and 19.

	2013-14	2014-15	2015-16	2016-17
Water Park – Prairiewood Leisure Centre	♦	♦		
Library Upgrades	♦	♦		
Time Line Wall – History of Fairfield City				♦
Centenary Celebrations – Cabravale Park	♦			
Adventure Park – Fairfield Park	♦	♦		
Avenel Tennis Court upgrade	♦			
Horsley Park Reserve upgrade	♦			
Development of new Adventure Park		♦	♦	
Flying Fox and Play Equipment Bonnyrigg Town Centre Park upgrade		♦		♦
Wilson Rd Reserve upgrade		♦	♦	
Design for Fairfield City Centre Park – The Crescent	♦			
Circuit Walking Paths	♦	♦	♦	♦
Interwoven Arts Program – Fairfield City Centre	♦	♦	♦	♦
Christmas Tree – Horsley Park	♦			
Aboriginal Heritage Study			♦	
Emerson Reserve upgrade	♦			
Suburb Banners		♦	♦	♦
Adams Park upgrade			♦	
Safety Switches Program	♦	♦		
Council Administration Building – A/C upgrade	♦	♦	♦	
Bus shelter at Brennan Park	♦			
Canley Corridor Transport Management Plan		♦		
Integrated Parking Strategy	♦	♦		
Canley Heights Car Parks		♦		
Smithfield Rd/Polding St Intersection upgrade	♦			
Prairiewood Youth & Community Centre extension		♦		
Barbara St Fairfield Car Park	♦			
Cycleway/shared path program		♦	♦	♦
Street tree planting	♦	♦	♦	♦
Fairfield City Centre tree management		♦		



	2013-14	2014-15	2015-16	2016-17
Hamilton Rd & The Crescent Fairfield upgrade	◆			
Smart St (Railway precinct) Fairfield upgrade			◆	
William St Fairfield upgrade				◆
Smart St Fairfield upgrade		◆		
Canley Heights Town Centre upgrade	◆	◆		
Public domain infrastructure	◆	◆		
Fairfield City Centre – connecting footpaths	◆	◆		
Cabramatta footpath upgrades	◆			
Smithfield-Wetherill Park Heavy Vehicle Access Improvement	◆	◆		
Gateway entrances in Horsley Park	◆	◆		
Fairfield Multi-Deck Car Park upgrades	◆	◆	◆	◆
Installation of A/C at community halls	◆		◆	◆
Retail & Commercial Centres Study	◆	◆		
Survey and Spatial data	◆			
Design of Fairfield Library expansion	◆			
Fairfield Youth & Community Centre – Fairfield Park	◆	◆	◆	
Dutton Lane Car Park Redevelopment	◆	◆	◆	
Cabramatta Town Centre Streetscape Upgrade			◆	
Additional Car Parking in Fairfield City Centre		◆		
Community Halls Lighting Upgrade	◆			
Whitlam Library A/C upgrade			◆	
Restore metal roof at Prairiewood & Fairfield Leisure Centres and Whitlam Library		◆		





	2013-14	2014-15	2015-16	2016-17
Upgrade existing lighting in Dutton Lane & Nelson St multi-deck car parks	◆			
Install solar pool heating at Prairiewood & Fairfield Leisure Centres		◆		
Install solar hot water at various Council buildings	◆			
Stormwater drainage Design Works - Wetherill Park		◆		
Henty Creek Flood Mitigation Design Works		◆		
Fairfield City Centre Tourism Pedestrian Signage	◆			
Fairfield City Centre Marketing	◆	◆	◆	◆
Online Information Point – Canley Heights Town Square	◆			
Fairfield City Centre Latin American Festival	◆	◆	◆	◆
Fairfield City Council Open Day	◆	◆	◆	◆
Council Website upgrade	◆	◆		
City Calendar	◆			
Upgrade Council's electronic communications system	◆	◆	◆	◆
Council Digital telephone upgrade	◆	◆	◆	◆
Upgrade Information Management Systems	◆	◆	◆	
Integrate Council business paper system	◆			
Improve Council network speed	◆	◆	◆	◆
Subdivision & sale of Council land at Canley Vale, Wetherill Park & Bonnyrigg	◆			
Sale of surplus Council land at Wetherill Park	◆			
SRV Engagement	◆			
Electronic hand held devices for parking enforcement	◆			



## COUNCIL SERVICES

Council provides a wide range of services that have been grouped under the 5 main themes. The cost to provide these services over the four year Delivery Program period is detailed in the following tables.:

SERVICES –With SRV	TOTAL INCOME	TOTAL EXPENDITURE	TOTAL NET
<b>THEME 1 - COMMUNITY WELLBEING</b>			
CCTV Camera Program	-	3,042,672	3,042,672
Children and Family Services	(40,929,317)	48,774,794	7,845,477
Compliance, Investigation and Enforcement	(17,478,666)	13,670,958	(3,807,708)
Environmental and Public Health	(2,762,770)	7,108,332	4,345,562
Leisure Centres	(25,974,759)	57,302,688	31,327,930
Library	(3,256,799)	36,456,196	33,199,397
Museum and Gallery	(141,220)	2,124,966	1,983,746
Property and Community Facilities	(16,101,818)	24,255,176	8,153,358
Showground and Golf Course	(7,755,059)	7,487,407	(267,653)
Social and Cultural Development	(1,695,622)	11,429,446	9,733,824
Street and Public Amenities Cleaning	(2,187,926)	15,954,261	13,766,335
Waste Management	(106,805,154)	94,720,588	(12,084,566)
<b>Total</b>	<b>(225,089,110)</b>	<b>322,327,483</b>	<b>97,238,372</b>
<b>THEME 2 - PLACES AND INFRASTRUCTURE</b>			
Asset Management - Civil and Built	(19,755,928)	150,212,493	130,456,565
Asset Management - Open Space	(2,841,393)	45,073,776	42,232,382
Building Control and Compliance	(3,475,923)	10,694,405	7,218,482
Built Systems	(2,775,546)	21,686,812	18,911,266
City Connect Bus	-	1,541,739	1,541,739
Development Planning	(3,511,707)	12,152,607	8,640,900
Emergency Risk Management	(107,464)	9,504,865	9,397,401
Fairfield Consulting Services (2013-2014 only)	(8,877)	434,421	425,543
Infrastructure Construction and Maintenance	(4,307,248)	51,695,695	47,388,446
Major Projects and Construction Contracts Management	(9,148,289)	21,758,092	12,609,803
Strategic Land Use Planning	(98,468)	6,262,747	6,164,278
<b>Total</b>	<b>(46,030,845)</b>	<b>331,017,651</b>	<b>284,986,806</b>



SERVICES –With SRV	TOTAL INCOME	TOTAL EXPENDITURE	TOTAL NET
THEME 3 - ENVIRONMENTAL SUSTAINABILITY			
Catchment Management	(7,862,978)	35,338,303	27,475,326
Waste Education and Environmental Sustainability	(1,374,518)	6,848,285	5,473,767
<b>Total</b>	<b>(9,237,495)</b>	<b>42,186,588</b>	<b>32,949,092</b>
THEME 4 - LOCAL ECONOMY AND EMPLOYMENT			
Place Management and Economic Development	(821,976)	19,211,638	18,389,662
<b>Total</b>	<b>(821,976)</b>	<b>19,211,638</b>	<b>18,389,662</b>
THEME 5 - GOOD GOVERNANCE AND LEADERSHIP			
Access to Information	(25,136)	2,328,320	2,303,185
Civic and Councillor Services	(6,944)	6,526,755	6,519,811
Communications	(33,409)	6,725,495	6,692,087
Corporate Business Improvement	(91,729)	3,073,626	2,981,897
Customer Service Administration Building	(45,813)	4,341,254	4,295,442
Financial Management	(26)	7,373,782	7,373,756
Financial Operations	(712,039)	8,904,126	8,192,087
Governance	-	1,210,410	1,210,410
Human Resources	4,244	9,293,283	9,297,527
Information and Records	-	3,907,526	3,907,526
Information Technology	-	19,525,742	19,525,742
Insurance	(285,366)	12,262,329	11,976,963
Integrated Planning and Reporting	-	2,444,096	2,444,096
Payroll	-	1,493,925	1,493,925
Procurement, Fleet and Stores	(3,118,782)	14,425,131	11,306,349
Property Development Fund	(19,961,394)	22,924,096	2,962,701
Sustainable Resource Centre	(6,486,781)	6,353,156	(133,625)
<b>Total</b>	<b>(30,763,174)</b>	<b>133,113,051</b>	<b>102,349,877</b>

# PLANNING ASSUMPTIONS



## POPULATION

While early development of the area dates from the 1800s, the most significant period of development has been the immediate post war era. The City's population increased from around about 27,000 in 1948 to 120,000 in 1979. This was driven by large scale housing commission development in the 1950s, continuing with larger greenfield developments in the 1960's right through to the 1990's. The earlier period of development was concentrated in areas around Fairfield, Canley Vale and Cabramatta and the east of the City. The post war era saw development spread westward, away from the rail lines firstly into suburbs such as Fairfield West, Canley Heights and Mount Pritchard. By the 1970's suburbs such as St John's Park, Bonnyrigg, Wakeley and Prairiewood were the main development fronts followed by Edensor Park, Greenfield Park, Bossley Park and Bonnyrigg Heights. By the early 1990s, the City's only remaining residential front was Abbotsbury and accordingly, the population of the City has decreased since 2001.

The primary housing market role that the City has played in the post war era has been to provide relatively affordable housing for young families. This role continues to some extent, although the City of Liverpool to the south has overtaken Fairfield in terms of new dwellings in the last 15 years. Relatively high rates of infill development in the City are expected to continue, dominated by growth in Fairfield, Cabramatta and Bonnyrigg, and to a lesser extent in centres such as Smithfield, Fairfield Heights, Villawood and Prairiewood. This is based on large numbers of new medium density dwellings being established in the City, catering for a range of housing types particularly young adults and couples.

Fairfield City comprises significant diversity in terms of residential and economic role and function. Fairfield CBD is the most 'urban' part of the City and along with the other Activity Centres in the east of the City such as Cabramatta, Fairfield Heights, Canley Heights and Villawood attract young adults to its higher density residential dwelling stock. More recently developed areas such as Abbotsbury, Horsley Park, Cecil Park, Bonnyrigg

Heights, Edensor Park, Greenfield Park and Bossley Park by contrast have been, and are expecting to continue to, lose young adults as children leave home to establish households elsewhere. This variety of function and role of the small areas in Fairfield City means that population outcomes differ significantly across the LGA.

There are also significant differences in the supply of residential property within the City which will also have a major influence in structuring different population and household futures over the next five to twenty years. Large new medium density opportunities have been identified in Fairfield, Cabramatta, Bonnyrigg, Smithfield, Bossley Park, Fairfield Heights and Villawood and as a result, this area will contribute significantly to the City's population growth over the forecast period. Canley Heights, Canley Vale, Wetherill Park, Edensor Park, Mount Pritchard, Fairfield West, Cabramatta West and Prairiewood are also expected to add significant numbers of dwellings over the forecast period. All areas are expected to increase in population to some extent, driven by both infill and site-specific residential development.



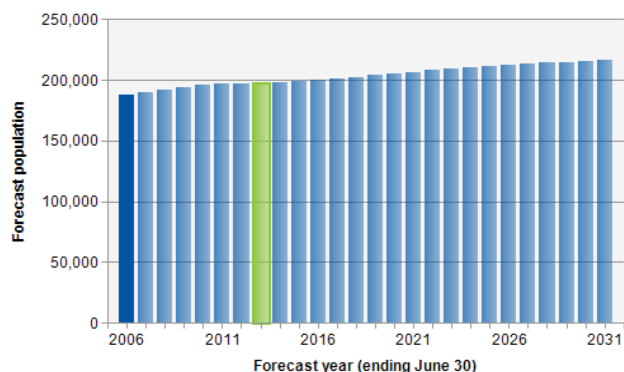




Forecast population growth to 2031 is shown in the following table and chart.

BRIEF STATISTICS	FAIRFIELD CITY
Forecast population 2013	197,075
Change between 2013 and 2031	19,433
Average annual percentage change between 2013 and 2031 (18 years):	0.52% per annum
Total percentage change between 2013 and 2031 (18 years):	9.86%

Forecast population, Fairfield City



## INFLATION FORECASTS

Inflation forecasts used over the term of the LTFP have been based upon predictions of growth in the Consumer Price Index (CPI), as shown in the following table:

FINANCIAL YEAR	FORECAST CPI INCREASES
2014-15	2.70%
2015-16	3.00%
2016-17	2.90%
2017-18	2.50%
2018-19	2.40%
2019-20	2.40%
2020-21	2.60%
2021-22	2.60%
2022-23	2.40%
2023-24	2.40%

## INTEREST RATE MOVEMENTS

Interest Rate forecasts used over the term of the LTFP have been based upon predictions on the market rate for 90 bank bills. These are:

FINANCIAL YEAR	FORECAST 90 BANK BILL INTEREST RATES
2014-15	2.70%
2015-16	3.70%
2016-17	4.60%
2017-18	4.70%
2018-19	4.60%
2019-20	4.60%
2020-21	5.20%
2021-22	5.20%
2022-23	5.10%
2023-24	5.10%



## FAIRFIELD CITY MAJOR PLANNED EXPENDITURE

Council has additional major capital expenditure planned to provide the Community with enhanced services and to address the asset backlog so that average infrastructure condition is maintained throughout the planning period.

The additional major capital expenditure planned is represented in the following table. Ongoing capital expenditure related to Asset Management Plans is detailed in another section of this document with other new initiatives detailed in the Delivery Program.

DETAILS	PRIORITY	VALUE	FUNDING	WHEN	COMMENTS
Commercial and Other Activities					
Dutton Lane Redevelopment		\$16.500m	External Loans \$16.000m and Internal Reserve \$0.500m	2014-15 and 2015-16	This development will generate ongoing net revenue of \$2.400m per year from 2016-17
Fairfield Youth and Community Centre		\$8.250m	Grants \$7.348m S94 \$0.600m Stormwater \$0.302	2013-14 to 2015-16	Federal Government Grant Funding has been approved
SRV One Off Initiatives					
Fairfield Library Expansion Capital works Ongoing	1	\$5.000m \$5.847m	Property sales \$1.800m and S94 \$0.718m. Application for SRV \$2.482m + ongoing costs.	2013-14 to 2015-16	Ongoing operating expenditure \$0.630m pa indexed by inflation.
Water Park Prairiewood Stage 2 Capital works Ongoing	2	\$1.500m \$0.567m	Application for SRV \$1.500m + ongoing costs.	2013-14 And 2014-15	Ongoing operating expenditure \$0.0630m pa that cannot be covered by entry fees.
Fairfield Heights Town Centre Upgrade	6	\$1.000m	S94A \$0.400m and Application for SRV \$0.600m	2015-16	
Cabramatta Upgrade	7	\$1.020m	Application for SRV	2015-16	
Fairfield City Park	8	\$1.800m	Application for SRV	2016-17	



SRV On-going initiatives					
Sportsground Upgrades	3	\$9.000m	Application for SRV	10 years from 2014-15	\$1.0m per year
Open Space upgrades	4	\$4.140m	Application for SRV	9 years from 2015-16	\$0.46m per year
Landscaping	4(a)	\$0.300m	Application for SRV	3 years from 2014-15	\$0.100m per year
Community Buildings upgrades	5	\$15.300m	Application for SRV	10 years from 2014-15	\$1.7m per year
Roads, Kerb and Gutter upgrades	9	\$10.600m	Application for SRV	9 years from 2015-16	\$1.2m per year
Footpath	9(a)	\$0.300	Application for SRV	3 years from 2014-15	\$0.100m per year
Drainage upgrades	10	\$1.350m	Application for SRV	9 years from 2015-16	\$0.15m per year
<b>TOTAL COMMERCIAL AND OTHER ACTIVITIES</b>		<b>\$24.750m</b>			
<b>TOTAL SRV INITIATIVES</b>		<b>\$57.724m</b>			
<b>GRAND TOTAL</b>		<b>\$82.474m</b>			



# REVENUE FORECASTS



Council has a current 5% Special Rate Variation (SRV) that commenced in 2001/02. It was approved for a 13 year period and therefore concludes in 2013/14. A corresponding reduction in rates revenue of \$3.2m will occur in 2014/15. This reduction will mean that Council will be unable to provide the services that the Community expects without alternative funding strategies including increases to rating revenue.

The following sections will detail 5 Options considered by Council. They are:

- Option 1 – Base Case
- Option 2 – SRV 2% pa for 6 years
- Option 3 – SRV 5%, 4%, 3%, 2% and 1% over 5 years.
- Option 4 – SRV 7% in 2014/15
- Option 5 – SRV 7% in 2014/15 with intervention from 2018/19.

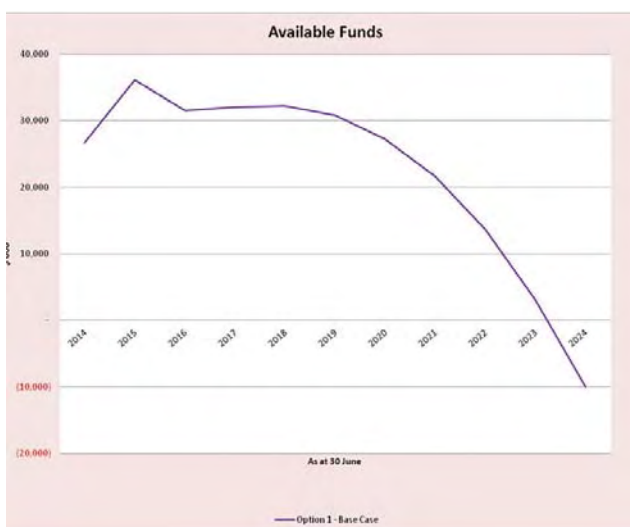
Councils' preferred option is "Option 5 – SRV 7% in 2014/15 with intervention from 2018/19".

Under Options 1 to 4 the assumptions about Revenue (except Rating Income) remain the same. However the Intervention Point in 2018/19 under Option 5 will mean that initiative(s) to increase revenue and lower expenditure will be planned. Intervention initiatives and impacts are discussed in a separate section of the LTFP.

## Option 1 Base Case

The following graphs demonstrate Council's Operating Position and available funds over the LTFP period should alternative funding strategies not be implemented.

This is known as "Option 1 - Base Case" or "do nothing" and includes the Dutton Lane Redevelopment initiative from the additional major capital expenditure initiatives identified previously.



Needless to say that the Base Case is not a financially sustainable position, with continuing operating deficits, diminution of available cash resources, deteriorating asset backlog and condition, and inability to meet Community service expectations.





The other options incorporate sustainable funding strategies including raising rates through SRV, selling assets and utilising existing cash reserves. Some of these options do provide for operating surpluses, uses available funds more effectively, maintains asset conditions at current levels whilst progressively addressing the asset backlog. But more importantly they enable Council to meet the Community's expectations and continue to deliver the existing level of services and in some cases increasing the level of Service. These options are

#### Option 2 – SRV 2% pa for 6 years.

Under this option Council would increase rates an additional 2% per year, for the next 6 years, above the estimated rate pegged increase of 3%. Total increase is equivalent to 5% pa for the next 6 years.

The full program of capital initiatives as previously detailed will be undertaken.

#### Option 3 – SRV 5%, 4%, 3%, 2% and 1% over 5 years.

This option increases rates each year but on a diminishing scale. The first year will increase rates by a 5% SRV above the estimated rate pegged increase of 3%, second will year increase rates by a 4% SRV above the estimated rate pegged. This trend continues until in the last year (2018/19) the SRV increase will be 1% above the estimated rate pegged increase of 3%. Including the estimated rate pegged increases the total increases over the next 5 years will be 8%, 7%, 6%, 5%, and 4%.

The full program of capital initiatives as previously detailed will be undertaken.

#### Option 4 – SRV 7% in 2014/15

Under this option Council will increase rates in 2014/15 by an SRV 7%, which is equivalent to a 10% increase including the estimated rate pegged increase of 3%.

The full program of capital initiatives as previously detailed will be undertaken.

#### Option 5 – SRV 7% in 2014/15 with Intervention in 2018/19

Under this option Council will increase rates in 2014/15 by an SRV 7%, which is equivalent to a 10% increase including the estimated rate pegged increase of 3%. Due to the future financial projections Council has determined that it should plan for intervention in 2018/19 so that Council works towards the achievement of its long term Operating Position ratio of approximately 3% of its own sourced income. This intervention is expected to improve Council's Operating Position by about 1.20% per year from 2018/19 to 2023/24 achieving an Operating Surplus Ratio of 1.84% in 2023/24. Further detail of the types of intervention are discussed latter in this LTFP.

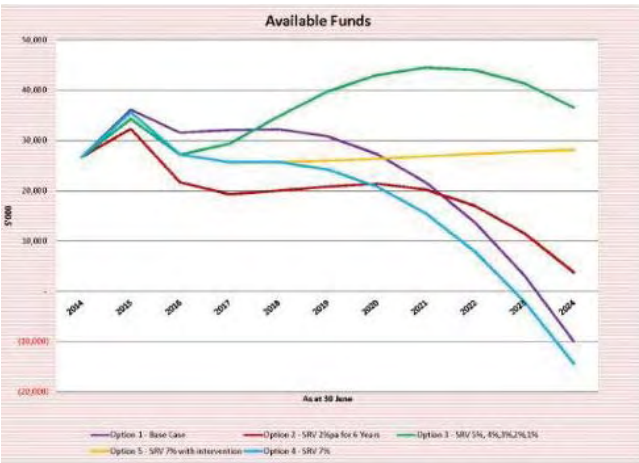
The full program of capital initiatives as previously detailed will be undertaken.





### Options shown graphically.

The following graphs show the five different options and Council's Operating Position and available funds over the LTFP period. More detailed assumptions associated with the various options are discussed in the following sections.







## RATES AND ANNUAL CHARGES

### Rating Policy

In 2007/08 Council commenced to restructure its rates. The business rates were not equitable across the 13 different business centres given that the services provided by Council were similar for all centres. Previously, there were different rates for each business centre. Also, the restructure addressed the higher dependency on residential rates compared to neighbouring Councils.

Council adopted a staged introduction over 5 years finishing in 2011/12.

The result of the restructure means:

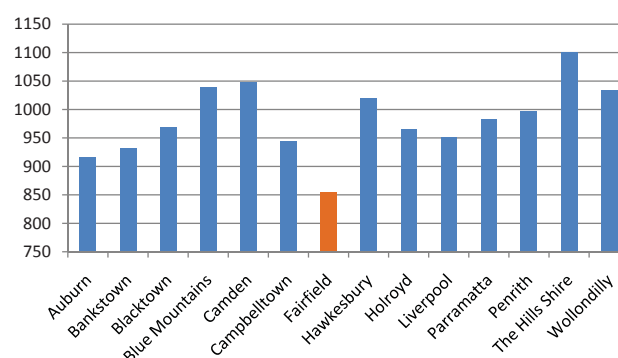
- Residential Rates now contribute approximately 60% of the total rates. This is down from 75% prior to the staged implementation of the new rating structure.
- Business rates now contribute approximately 40% of the total rates. This is up from 25% prior to the staged implementation of the new rating structure.
- There are now only 2 business rates. A rate for businesses in Business Centres and a rate for those businesses that are not.

Over this period Council's average residential rates have reduced in both nominal and real terms – from \$771 in 2007/08 to \$726 in 2012/13. Should the rate pegged increases over the period be applied to the 2007-08 average rate then in 2012-13 the average rate would have equated to \$899, some \$173 above the current average residential rate.

FINANCIAL YEAR	AVERAGE RESIDENTIAL RATE
2013-14	\$751
2012-13	\$726
2011-12	\$695
2010-11	\$724
2009-10	\$758
2008-09	\$766
2007-08	\$771

Fairfield Community's capacity to pay has been improved significantly due to the restructure of its rates. This is despite it being disadvantaged compared to other like Councils. The Australian Bureau of Statistics through its Socio-Economic Indexes for Areas (SEIFA) provides comparison of social and economic conditions across Australia. The SEIFA index values are derived from multiple-weighted variables with the reference value for the whole of Australia set at 1,000. One index for SEIFA is the Index of Relative Socio-Economic Disadvantage (IRSD) which contains indicators of disadvantage for low income, high unemployment and low levels of education. A low reading for an area means it has a higher level socio-economic disadvantage. Fairfield City scores only 859 which is the lowest within Metropolitan Sydney as well as within our region (see table below).

SEIFA - Relative Socio-economic Disadvantage



This low SEIFA Index Score indicates that our city has a high level of socioeconomic disadvantage compared to the rest of Sydney. Council has taken this into consideration and has a 'Hardship Policy' in order to provide relief for those that are suffering genuine financial hardship. This situation heavily influences our aspirations as a community. FCC provides the community with an extensive range of services and the Community has determined that it wishes those services to continue and in some cases for them to increase. These Community aspirations cannot be delivered unless funding options including increasing rates are considered.



Accordingly, there are the five options discussed previously to be considered and the rating revenue assumptions are detailed in the following table.

### Growth in number of Rate Assessments

OPTION	ESTIMATED RATE PEG INCREASES	SRV APPLICATION	TOTAL RATE INCREASE	AVERAGE RESIDENTIAL RATE IN 2014/15
1. Base Case	3% pa	nil	3% pa	\$740
2. SRV 2% pa for 6 years	3% pa	2014/15 2% 2015/16 2% 2016/17 2% 2017/18 2% 2018/19 2% 2019/20 2%	2014/15 5% 2015/16 5% 2016/17 5% 2017/18 5% 2018/19 5% 2019/20 5% Beyond 2019/20 3% pa	\$754
3. SRV 5%,4%,3%,2% and 1% over 5 years	3% pa	2014/15 5% 2015/16 4% 2016/17 3% 2017/18 2% 2018/19 1%	2014/15 8% 2015/16 7% 2016/17 6% 2017/18 5% 2018/19 4% Beyond 2018/19 3% pa	\$775
4. SRV 7% in 2014/15	3% pa	2014/15 7%	2014/15 10% Beyond 2014/15 3% pa	\$790
5. SRV 7% in 2014/15 with Intervention in 2018/19	3% pa	2014/15 7%  2018/19 Future Intervention of approx 0.60% pa	2014/15 10% 2015/16 3% 2016/17 3% 2017/18 3% Beyond 2017/18 3.60% pa	\$790

Over the past 6 years the growth in rate assessments has generally been minimal. Whilst any growth will improve rating income it has not been built into the modelling due to its immateriality and to allow a little conservatism in revenue projections.





## Domestic Waste Management Charge

The domestic garbage collection removes approximately 60,000 tonnes of domestic garbage annually. It is processed in an environmentally sustainable way at the Eastern Creek waste processing facility. Each year the Domestic Waste Management charge is calculated taking into account increases in tipping fees, land fill levy and operational expenses, including increased fuel costs.

Additionally, the utilisation of new technology and more environmentally friendly collection and disposal methods for waste has increased cost implications. Council's business model of retaining its own waste collection operations is assumed to continue during the term of this financial plan.

The costs of providing waste collection services are expected to mostly increase annually at a greater rate than the expected CPI increases. The exception to this is that in 2014/15 only a 3% increase is proposed due to the accumulation of funds in the Restricted Waste Reserve over the past few years.

## Stormwater Levy

The Stormwater Levy is a key funding source for Council to implement major improvements to stormwater management services. Some works include reducing the impact of localised flooding and bank erosion, reusing water for irrigation and reducing pollution reaching waterways. The levy which generates approximately \$1.6m is expected to continue for the duration of the 10 year LTFP. The levy is charged to each property and therefore no growth or pricing changes are assumed in the LTFP.





Rates and Annual Charges assumptions are detailed in the following tables:

### Option 1 - Base Case

RATES AND ANNUAL CHARGES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Rate Peg	3.40%	3.00%	3.00%	3.00%	3.00%
Concluding Special Rate Variation	0%	(5.00%)	0%	0%	0%
Application for new SRV	0%	0%	0%	0%	0%
Domestic Waste Management	6.60%	3.00%	8.80%	8.90%	CPI
Stormwater Levy	0%	0%	0%	0%	0%

### Option 2 - SRV 2% pa for 6 years

RATES AND ANNUAL CHARGES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Rate Peg	3.40%	3.00%	3.00%	3.00%	3.00%
Concluding Special Rate Variation	0%	(5.00%)	0%	0%	0%
Application for new SRV	0%	2.00%	2.00%	2.00%	2% to 2019-20 then 0%
Domestic Waste Management	6.60%	3.00%	8.80%	8.80%	CPI
Stormwater Levy	0%	0%	0%	0%	0%

### Option 3 - SRV 5%, 4%, 3%, 2% and 1% over 5 years

RATES AND ANNUAL CHARGES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Rate Peg	3.40%	3.00%	3.00%	3.00%	3.00%
Concluding Special Rate Variation	0%	(5.00%)	0%	0%	0%
Application for new SRV	0%	5.00%	4.00%	3.00%	2% in 2017-18 1% in 2018-19 then 0%
Domestic Waste Management	6.60%	8.80%	8.80%	8.80%	CPI
Stormwater Levy	0%	0%	0%	0%	0%



#### Option 4 - SRV 7% in 2014/15

RATES AND ANNUAL CHARGES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Rate Peg	3.40%	3.00%	3.00%	3.00%	3.00%
Concluding Special Rate Variation	0%	(5.00%)	0%	0%	0%
Application for new SRV	0%	7.00%	0%	0%	0%
Domestic Waste Management	6.60%	3.00%	8.80%	8.80%	CPI
Stormwater Levy	0%	0%	0%	0%	0%

#### Option 5 - SRV 7% in 2014/15 with Intervention in 2018/19s

RATES AND ANNUAL CHARGES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Rate Peg	3.40%	3.00%	3.00%	3.00%	3.00%
Concluding Special Rate Variation	0%	(5.00%)	0%	0%	0%
Application for new SRV	0%	7.00%	0%	0%	Part of intervention consideration in 2018/19
Domestic Waste Management	6.60%	3.00%	8.80%	8.80%	CPI
Stormwater Levy	0%	0%	0%	0%	0%







## FEES AND CHARGES

### Statutory Charges

Council has no discretion to determine the amount of the fee for a service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees, inspection fees and planning certificates. The income derived from these charges is expected to increase by CPI annually.

### User Fees and Charges

User fees and charges include many items like sporting field hire, library charges, sales and sponsorship income. Increases in line with CPI are proposed.

## PROPERTY RENTAL

Property rental is expected to increase significantly in 2016-17 due to the development of Dutton Lane in Cabramatta. This development which is expected to cost \$16.5m over 2 years (2014-15 and 2015-16) will be funded mostly by external loans. The commercial nature of the development can support the loan repayments and will bring to Council a long term income stream of additional rental income of \$3m per year from 2016-17. This is a 95% increase on the previous year as shown in the table below. The net bottom line impact is forecast to be \$2.4m after allowance for outgoings.



## COMMERCIAL ACTIVITIES

Fees for the commercial waste service, childcare centres, leisure centres and showground are expected to increase in line with CPI. Ability to increase fees for these activities, beyond the CPI, is limited due to the price sensitive nature of customers and the necessity for Council to provide market competitive prices.

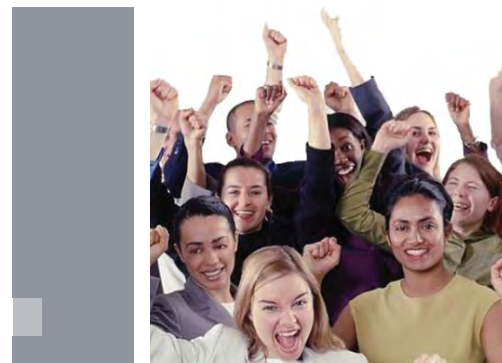
USER FEES AND CHARGES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Statutory and Regulatory	CPI	CPI	CPI	CPI	CPI
User Fees and Charges	CPI	CPI	CPI	CPI	CPI
Property Rental	CPI	CPI	CPI	95.00%	CPI
Commercial Activities	CPI	CPI	CPI	CPI	CPI

## GRANTS AND SUBSIDIES

It is assumed all recurrent grant funds will be maintained at current levels with CPI adjustments, with the exception of the pensioner rates rebate granted by the NSW State government which are not expected to increase. Whilst the number of pensioners may increase over time due to the aging population, it is not expected to have a material impact on Council's income.

GRANTS AND SUBSIDIES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Grants and Subsidies	CPI	CPI	CPI	CPI	CPI
Pensioner Rebates	0%	0%	0%	0%	0%



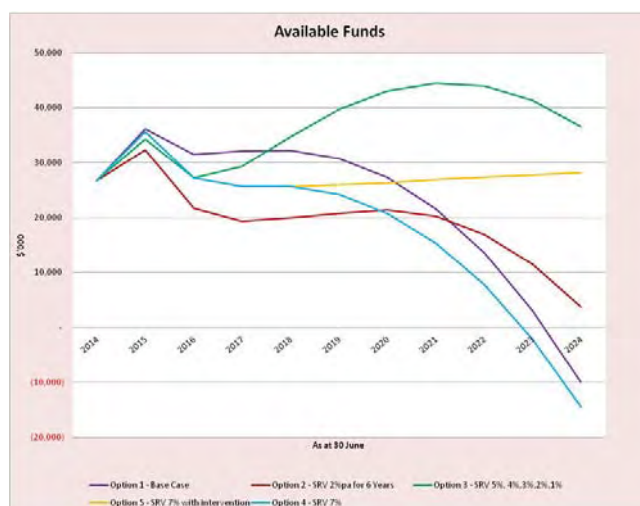


## BORROWINGS

Currently, Council has a limited amount of debt and has no future borrowings planned for works other than for projects nominated like the Dutton Lane Redevelopment (\$16m loan) and Cabramatta Town Centre Streetscape Refreshment Project (\$0.3m loan). Council has determined that there will be no further loans at this stage as any new loans beyond this would result in significant interest repayments and reduction in existing services.

## CASH RESERVES

Council's Available Funds consist of Internally Restricted Cash Reserves and the Unrestricted Cash Reserves. Council has recently rationalised its internally restricted cash reserves, significantly reducing the number so as to more effectively manage Council's cash position and the expenditure demands placed on those funds. Key to this LTFP is Council's flexibility to utilise these funds to achieve the Community outcomes required. At times throughout the LTFP period Council's cashflow will demand that these funds be drawn down. The following graph illustrates the utilisation of these funds given the five Options presented:



## PROFIT ON SALE OF ASSETS

Council is currently undertaking a residential development to subdivide land at Diamond Crescent, Bonnyrigg into 42 lots. The cost of the development is \$2.5m that is being funded from the 'Property Development Fund' an internally restricted reserves.

It is expected that these lots will be sold in 2014/15 for \$16m with funds being lodged in the Property Development Fund. As with all internally restricted reserves Council is committed to utilise these funds in a more flexible way as cash flows fluctuate over the years.

In normal circumstances the profit on the sale should flow through Councils' Income Statement however for forecasting purposes and to provide a clearer trend for day to day operations it has been treated wholly as a capital sale within the cash flow.



# EXPENDITURE FORECASTS



## EMPLOYEE COSTS

Under Options 1 to 4 the assumptions about Employee Costs remain the same. The Intervention Point in 2018/19 under Option 5 will mean that an initiative(s) to reduce employee Costs will be planned. Intervention initiatives and impacts are discussed in a separate section of the LTFP.

In developing its 2013-2017 Delivery Program Council has identified the services, initiatives and major programs it will deliver over the next four years in response to the community's priorities. It is assumed that these services will continue at their current service levels throughout the full 10 year term of the LTFP. Given that the delivery of these services is labour intensive it is also expected that Employee Costs will continue to be the prominent category of operating expenditure.

Fairfield Council's Workforce Management Plan, "Our People, Our Future", is a key component of the resourcing strategy that supports the delivery of these services, initiatives and major programs. It ensures that Fairfield City Council has the right workforce skills, attributes, capabilities and strategies in place to meet the community's expectations, now and in the future. "Our People, Our Future" is linked to both the Long Term Financial Plan and Asset Management Strategy ensuring that workforce numbers, skills and development meets both now and into the future the financial and service delivery requirements identified.

The Workforce Management Plan builds on existing workforce programs, actions and successes. It includes five key strategies that are interrelated programs which meet specific Community and Organisational priorities, these are:

### **Council Culture & Leadership:**

Embed Council's constructive culture and best practice workforce Leadership

### **Council Success:**

Grow and secure Council's workforce capability

### **Council Safe:**

Ensure Council's workforce' work health, safety and wellbeing

### **Council Customer Advocacy:**

Enhance customer and community service orientation within Councils workforce

### **Council Connect:**

Foster Council's workforce engagement, flexibility, innovation, diversity and sustainability

Increases in employee costs consist of two components:

- award increases
- movements within the salary system as part of the annual performance review process
- increases in liabilities for untaken long service and annual leave.

Past history has shown that award increases have been higher than CPI. For the period following the Delivery Program it has been assumed therefore that this will continue as would salary system increases.

Superannuation Guarantee increases have been built into the LTFP as legislated. In addition the Defined Benefit Superannuation Scheme deficit contributions are expected to continue throughout the LTFP.

Council has also set targets throughout the Delivery Program period of savings of \$3.691m pa. These savings have been achieved through the management of council's employee churn (number of positions that are vacant at any given point in time) and the process of reviewing each position prior to recruitment and leave balances.



USER FEES AND CHARGES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Salaries and Wages	1.80%	3.30%	2.80%	3.00%	Ranges from 4.70% to 5.20%
Employee Costs Savings (million)	\$3.69	\$3.69	\$3.69	\$3.69	\$3.69
Superannuation Guarantee Levy	9.25%	9.50%	10.00%	10.50%	to 12% in 2019/20
Other Employee Costs	CPI	CPI	CPI	CPI	CPI

## MATERIAL AND CONTRACTS AND OTHER OPERATING EXPENSES

Under Options 1 to 4 the assumptions about Material and Contracts and Operating Expenditure remain the same. However, the SRV new projects have impacted on the financial projections through greater financial outgoings associated with the maintenance and operations of these new facilities. The Intervention Point in 2018/19 under Option 5 will also mean that an initiative(s) to reduce this expenditure will be planned. Intervention initiatives and impacts are discussed in a separate section of the LTFP.

Expenditure on materials, contracts and other operating costs has been generally based on CPI with the exception of expenditure for enhanced services during the Delivery Program period. From 2017/18 a productivity/efficiency target of 0.5% pa has been included in the projections to continue to build on the costs efficiencies achieved to date.

Included in this category are Rubbish Dumping Fees and Utility charges both whose growth is expected to deviate from CPI.



MATERIAL AND CONTRACTS AND OTHER EXPENSES	2013-14	2014-15	2015-16	2016-17	THERE AFTER
Material and Contracts	-3.40%	3.40%	2.70%	8.30%	CPI less 0.50%
Other Expenses - Total	-1.70%	4.60%	6.10%	2.30%	CPI less 0.50%
Rubbish Dumping Fees	6.60%	8.80%	8.80%	8.80%	CPI
Utility Charges	5.00%	5.00%	5.00%	5.00%	5.00%

# PRODUCTIVITY IMPROVEMENTS, COST CONTAINMENT AND REVENUE OPPORTUNITIES



## COUNCIL EFFICIENCIES

Council's on-going service delivery accounts for the vast majority of our annual budget. This is supplemented with specific initiatives undertaken each year and a capital works program.

Council operates a number of service oriented businesses. One of the demands for these services is staffing to meet regulatory or service standards. This creates ongoing pressures for Council's budget in terms of cost containment of employment expenses.

A number of factors have influenced Council in recent years to ensure a consistent and effective program is in place to achieve efficiencies in our service delivery. Some of these relate to unexpected increases in superannuation expenses, significant growth in electricity charges and increasing employee costs.

Identification and implementation of efficiency measures assist in maintaining levels of service across the organisation. Deeper savings potentially arise from changes to services and their level of service.

## SERVICE REVIEWS

Part of Council's approach to financial sustainability is to understand the value of Council's services and the levels at which they are provided. Council also routinely reviews them. The Integrated Planning and Reporting Framework requires Council to identify and commit to the services it will deliver during its term of office.

As part of the process of developing the original 2013-2017 Delivery Program, Council reviewed its external services to ensure they continue to meet the priorities of the community identified in the 2012-2022 Fairfield City Plan and Service Levels and Indicators Survey.

To assist in the service review Council prepared a table using a modelling technique known as SIMALTO. The SIMALTO grid helped to identify and compare any changes to services (increases and decreases) and the resulting budget impact. The SIMALTO grid is just one tool that helped Council review its services. The technique assisted in identifying the mix of services and service levels which have been incorporated into the original 2013-2017 Delivery Program. Annual service reviews will also be undertaken and reported in Council's subsequent Operational Plans.

Below is the detailed listing of the increases, decreases and requested future reviews that were identified during the development of the original 2013-2017 Delivery Program.

### EXTERNAL SERVICES REVIEW

Service Statement	Theme	Service Level Option	Cost	Increase ↑ or Decrease ↓ in Level of Service	Outcome
Children and Family Services Family Day Care Services	1	Council undertake a detailed review of the operations of this service and provide options for future years.	-	-	A review of this service was undertaken and reported to Council in October with ongoing monitoring to continue.

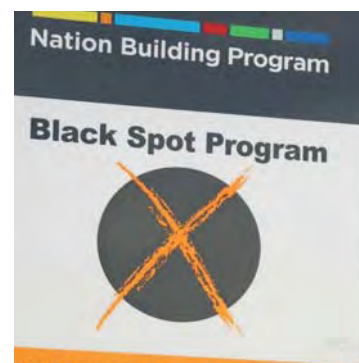




EXTERNAL SERVICES REVIEW					
Service Statement	Theme	Service Level Option	Cost	Increase ↑ or Decrease ↓ in Level of Service	Outcome
<b>Environmental and Public Health</b> Categorisation of food inspections	1	Council identified a need to review the categorisation of food inspections. This to include a review of the considerations for 'High Risk' repeat inspections.	-	-	A review is underway and will be reported to Council by June 2014.
<b>Environmental and Public Health</b> Inspection and compliance of industrial and commercial premises	1	Reduce this service to include the provision of information only. Education sessions to be conducted at a full cost recovery rate.	\$50,000	↓	Decrease included in each year of the 2013-2017 Delivery Program.
<b>Leisure Centres</b> All Leisure Centres - hours of operation	1	Whilst at this stage there are no service level changes, Council is seeking review of the hours of operation in order to establish the optimum usage and cost for this service.	-	-	Opening hours were reviewed and reported to Council in September with an adjustment to the Prairiewood Leisure Centre hours. <i>Resulted in a small decrease in service and a \$5,000 saving.</i>
<b>Leisure Centres</b> Entry Fees	1	Free entry to the pool for Fairfield City Resident Seniors in off peak periods.	\$50,000	↑	Increased cost of service included in each year of the 2013-2017 Delivery Program and included in the Fees and Charges.
<b>Property and Community Facilities</b> Fee structure for Council Car Parks	1	A review of the operations and fee structure for Council car parks to be undertaken with no reduction in the service levels provided.	\$450,000	Saving	A review in the operation of the Multi Deck car parks was completed with the cost savings of \$450,000 identified within current service standards. The revised fee structure is included in the 2013-2014 Fees and Charges.



EXTERNAL SERVICES REVIEW					
Service Statement	Theme	Service Level Option	Cost	Increase ↑ or Decrease ↓ in Level of Service	Outcome
<b>Property and Community Facilities</b> Hiring of community buses	1	Whilst at this stage there are no service level changes, Council is seeking a review of this service to identify other supply models such as leasing the buses instead of buying them for this service in order to review if there are any cost savings available for this service.	-	-	A review is underway and will be reported back to Council by June 2014.
<b>Property and Community Facilities</b> Tennis Courts	1	Increase the service of the Avenal Street Tennis Courts through the upgrade of the courts in 2013-2014 and then charge a fee for the use of these courts in the three years following.	(\$40,000)	<b>Additional income</b>	An increase in income from the tennis courts has been adjusted in the last three years of the 2013-2017 Delivery Program.
<b>Social and Cultural Development</b> Community Bike Project	1	Increase this service to permanently fund the Community Bike Project over the next four years.	\$40,000	↑	Increased cost of service included in each year of the 2013-2017 Delivery Program.
<b>Social and Cultural Development</b> Community Project Officers (CPO)	1	Reduce the level of service by reducing one Community Project Officer from full time to part time.	\$26,000	↓	Decrease included in each year of the 2013-2017 Delivery Program.
<b>Street and Public Amenities Cleaning</b> Emptying and cleaning of street litter bins and cleaning of car parks in major centres	1	Increase the service to include a full-time attendant that services both Fairfield and Cabramatta Town Centres with cleaning and handyman services to ensure that the city centres are kept clean and maintained.  <i>Note: There will be an additional one off capital cost for plant and equipment for this position.</i>	\$80,000	↑	Increased cost of service included in each year of the 2013-2017 Delivery Program.



EXTERNAL SERVICES REVIEW					
Service Statement	Theme	Service Level Option	Cost	Increase ↑ or Decrease ↓ in Level of Service	Outcome
<b>Street and Public Amenities Cleaning</b> Scrubbing and steam cleaning of footpaths in major centres.	1	Increase in the service level with scrubbing to be closer to all fixtures and fittings within the Major Town Centres.	-	-	Increase service level at no additional cost included in 2013-2017 Delivery Program.
<b>Asset Management - Open Space</b> Maintenance of parks without play equipment (Includes mulching, litter pick, whipper snip and minimal upkeep of landscaping)	2	Decrease the service for mowing parks without play equipment from once every 6 weeks to once every 8 weeks.	\$100,000	↓	Decrease included in each year of the 2013-2017 Delivery Program.
<b>Asset Management - Open Space</b> Mowing and Landscaping - Laneways	2	Whilst at this stage there are no service level changes, Council is seeking to reduce the service by removing grass from these areas and replace it with mulch etc to reduce expenditure on mowing over the next four years.	-	-	To be reported to Council each year identifying the cost savings from these changes being applied.
<b>Building Control and Compliance</b> Minor building application assessments and advice	2	Whilst at this stage there are no service level changes, Council requested to review this service for any reductions that can be made under the new planning legislation.	-	-	New planning legislation monitored and reported to Council if there are any options to reduce the cost of this service over the next four years.
<b>Catchment Management</b> Natural Resources Management Program	3	Whilst at this stage there are no service level changes, Council is seeking a review of this service and identification of other funding options.	-	-	A review of this service is underway and will be reported back to Council by June 2014.



EXTERNAL SERVICES REVIEW					
Service Statement	Theme	Service Level Option	Cost	Increase ↑ or Decrease ↓ in Level of Service	Outcome
City Connect Bus Free Bus Service	2	The City Connect Bus service be continued as a permanent service. With the exception of the Fairfield Showground to Fairfield Railway Station (Red Line) commuter service which will continue operation until such time as the Minister for Transport responds to Council's request to pick up passengers along the route.	\$360,000	↑	Increase service level included in 2013-2017 Delivery Program and separate report to Council to be provided in relation to the Red Line commuter service once the response from the minister received.
Place Management and Economic Development Bonnyrigg marketing and promotion program	4	Reduction of this service in the marketing promotions budget with the reallocation of funds to the Adventure Playground in Bonnyrigg Town Centre Park.	\$20,000	↓	Decrease included in each year of the 2013-2017 Delivery Program and Adventure Playground to be constructed in 2014-2015.
Place Management and Economic Development Cabramatta annual banner program	4	Reduce this service for the annual banner program in Cabramatta Town Centre from 4 changes in the banners per year to 3 changes per year.	\$30,000	↓	Decrease included in each year of the 2013-2017 Delivery Program.
Place Management and Economic Development Liaison with businesses in town centres	4	Increase the service to hold an additional annual stakeholders meeting for Fairfield Heights, and Villawood and include a small budget for minor upgrade works.	\$40,000	↑	Increased cost of service included in each year of the 2013-2017 Delivery Program.





## EXTERNAL SERVICES REVIEW

Service Statement	Theme	Service Level Option	Cost	Increase ↑ or Decrease ↓ in Level of Service	Outcome
<b>Communications</b> Australia Day Celebration	5	Australia Day 2012 included a trial whereby Council sponsored 5 community events in 5 locations across Fairfield City: Cabramatta Town Centre, Canley Heights Town Centre, Bonnyrigg Town Centre Park, Horsley Park Reserve and Fairfield City Centre.	\$20,000	↑	Included in the Operational Plan for 2013-2014 however a report to come back to Council during the 2014-2015 Operational Plan development for consideration of future funding for this event.
<b>Compliance, Investigation and Enforcement</b> Waste Enforcement Group	1	Increase this service to permanently appoint a Waste Enforcement Group which includes four staff that are dedicated to reducing the amount of dumped rubbish throughout Fairfield.	\$360,000	↑	Increased cost of service included in each year of the 2013-2017 Delivery Program.





## RESTRICTED SERVICES

Service Statement	Theme	Service Level Option	Cost	Increase ↑ or Decrease ↓ in level of service	Outcome
<b>Place Management and Economic Development</b> Centre Improvement Program (CIP) for neighbourhood centres (Annual program of minor public domain improvements in the small Neighbourhood Centres)	4	Council decided to continue with this program for another year with a review of this to be undertaken during the 2014-2015 Operational Plan considerations.	-	-	This Program has been funded for 2014-2015 and will be reviewed as part of the preparation of future Operational Plans.
<b>Street and Public Amenities Cleaning</b> Green Waste - Mulching Service	1	Increase the service to include a free 'collection of mulch service' at the Fairfield Showground once a month.	\$8,000	↑	Increased cost of service included in each year of the 2013-2017 Delivery Program.

## EFFICIENCY MEASURES

Service reviews address changes in scope and level of service. Efficiencies identify the other improvements in operations which reduce costs, improve productivity and allow more to be done with existing resources.

The organisation has been working on efficiencies for a number of years. This has generated savings and productivity improvements. As part of this process, the following priority areas for the organisation have emerged:

- Process improvement and reengineering
- People development and service alignment
- New and improved systems
- Reviewing how Council procures
- Reviewing asset management
- Identifying new sustainable revenue sources



## PAST EFFICIENCIES

The following table identifies a range of past efficiencies, service changes and revenue generating projects

Date		Description / Initiative	Nature of impact	Impact
Nov 2008	Councillor Priorities Workshop	Closure of Council's Ware St office	Service Change	\$100,000 per annum
	Councillor Priorities Workshop	Withdraw from managing Fairfield City Farm 2009	Service Change	\$400,000 per annum
2009		Council service provision extended for contract to enforce parking restrictions at Stocklands Wetherill Park	Service Change / Revenue	\$150,000 per annum
2009/10	Management Plan & Budget	Held all business as usual expenditure to an approximate 2007/08 actual expenditure level where possible	Efficiency	
		Reduction in overtime and staff development expenses	Efficiency	\$400,000
		Reduction in employee costs to be achieved through restraint, particularly in the filling of vacancies	Efficiency	\$1,000,000
		Management of leave to ensure that entitlements are taken and do not accumulate	Efficiency	
	Service Statements	Preparation of service statements to document the services delivered by Council, the current service levels, as well as the financials and staffing associated with the service	Efficiency	
Nov 2009	Councillor Workshop for Management Plan & Budget 2010/11	Review of all services to identify priority and any opportunities to adjust the level of service or find savings	Efficiency	
		Review staffing levels at the Museum and Gallery	Service Change	
		Investigate alternate service delivery models for the dog pound and for community development	Service Change	
		Review of fees and charges for Domestic Waste, community facilities, sports grounds, outdoor dining	Revenue	
		Review outcomes and costs of Creek Management	Revenue	
		Review of street lighting costs	Efficiency	
		Review income/expenditure of Property Development Fund	Revenue	
		Review of Reserves	Efficiency	
		Review of leased Council buildings/ properties	Revenue	



Date		Description / Initiative	Nature of impact	Impact
Nov 2009	Councillor Workshop for Management Plan & Budget 2010/11	Review of Section 94 charges	Revenue	
		Review of cost of consultancies for Document Automation System	Efficiency	
2010/11		Council concluded the 2010/11 financial year with a significantly higher surplus than anticipated exceeding sustainability targets in the Long Term Financial Plan		
	Rating Restructure	2011/12 was the last year of a 5 year project to restructure the rating burden across the City		
2011/13	Delivery Program	Employee cost increase held to rate peg increase each year	Efficiency	
		Continue reduction in accrued leave to reduce current and future financial burden	Efficiency	
2010/13	Operational reviews	Ongoing review of positions as they became vacant	Efficiency	\$805,000
		New Enterprise Agreement for Sick Leave 2013	Efficiency	\$445,000 per annum
		Close down over Christmas/New Year period – reduction in leave liabilities	Efficiency	\$500,000 per annum
		Reduction of annual leave accruals	Efficiency	\$230,000 per annum
		More efficient energy use	Efficiency	\$145,000 per annum
		More efficient water use	Efficiency	\$25,000 per annum
		Recycled road materials – diversion from landfill and alternate to clean fill sources	Efficiency	\$713,000 per annum
		Waste Enforcement Unit	Service Change	\$130,00 per annum
		Review of non-rate paying entities	Efficiency	\$71,000 per annum
		Introduction of scanning software for invoices	Efficiency	\$60,000 per annum





Date		Description / Initiative	Nature of impact	Impact
Nov 2012	Councillor Workshop for 2013/17 Delivery Program  Review of services and service levels using SIMALTO grid technique to determine savings in some areas to fund increased service levels in priority areas.	Environmental & public health education sessions for industrial and commercial operators to be conducted at full cost recovery	Revenue	\$50,000 per annum
		Review of the operation and fees associated with multi deck car parks	Revenue	\$450,000 per annum
		Upgrade of Avenel Street Tennis Courts and introduction of a fee for use	Revenue	\$40,000 per annum
		Dutton Lane Redevelopment	Revenue	Forecast \$2.4 m pa
Feb 2013	Internal Service Review	Change to printing and stores services	Efficiency	\$192,000 per annum
July 2013	Organisational Structural Change	Identified reduction in staff while maintaining existing service levels		\$300,000 per annum
Sep 2013	Internal Service Review	Identified efficiency / service changes for internal services (implementation 2014/15)	Efficiency	\$225,000 per annum

## CURRENT AND FUTURE EFFICIENCIES

Council's Long Term Financial Plan has identified a trend of expenses increasing at a faster rate than revenue. This results in forecasting increasing deficits unless the rate of increase is matched or revenues increase faster than expenses. In order to address this issue, Council needs to work on a range of efficiencies to manage expenses responsibly moving forward and to look for sustainable revenue sources.

The identified issue is a two sided equation – productivity and cost containment – and efficiencies also need to examine revenue options. Some examples of programs relating to improved revenue streams (ongoing and one off returns) are:

- Property Development Fund – Diamond Crescent and various smaller subdivisions – one off capital return on investment through land sales
- Strategic Portfolio Area – Commercial Opportunities – coordinated approach to identifying, assessing and implementing proposals with appropriate return on investment and risk profiles.
- Dutton Lane Redevelopment – commercial development to generate on-going revenue – project forecast to return \$2.4 million per annum
- Sustainable Resource Centre – commercial operation to recycle road materials. Generates profits and reduces landfill costs for Council operations.
- Revised operational arrangements for Council's multi-storey car parks – commercial decision to optimise net revenue from Council's four car parks.



Council also has several other proposals identified for consideration during the Delivery Program. These are:

1. Modifying the operation of goods storage to move to Just In Time delivery approach for bulk of stock items;
2. Altering print room operations to optimise equipment leasing to reflect lower printing demand for agendas and other reports;
3. Business case to assess the merit of outsourcing community bus service to a private provider;
4. Business case assessment of the subsidy level, utilisation and alternate delivery models for community halls and / or community office space;
5. Review of the services delivered under the Natural Resource Management unit;
6. Continued development of the Sustainable Resource Centre production capabilities;
7. Continued implementation of the simplified Work Health and Safety management system;
8. Senior Management review of Corporate Business Improvement Unit program;
9. Children and Family Services service review to align utilisation, venue and service parameters;
10. Analysis of purchasing to identify best use of vendor panel's; and
11. Review of approach and delivery of legal services.

The management of Councils efficiency program is documented in Council Efficiencies 2013-2017





## INTERVENTION INITIATIVES

Option 4 – SRV 7% in 2014/15 shows Council's long term financial sustainability deteriorating once the impacts of additional revenue associated with an increase of 10% in 2014/15 (7% SRV + 3% rate peg) and Dutton Lane Redevelopment coming on-line in 2016/17. Under Option 5 intervention would be required in 2018/19 so that Council can progress to achieve its long term operating position target of about 3% on own sourced income. In 2023/24 a level of 1.84% is achieved due to the Intervention Initiatives.

The initiatives identified have not been costed at this stage. They will however form a body of work to be considered in future Council decisions. Option 5 therefore includes all the assumptions built into Option 4 but with the addition of financial improvements from the Intervention Initiatives. The quantum of the changes to achieve an improved operating position is demonstrated in the following table. It is assumed that the burden will be shared equally between revenue and expenditure and across all categories. Achieving these financial improvements will be very challenging, but having them in the forefront for ongoing decision making should enable Council to progress these in the years leading up to 2018/19. It is expected that some may be implemented before that time but no financial allowance, at this stage, has been made for this in Option 5 prior to 2018/19.

FINANCIAL YEAR	INTERVENTION REQUIRED			OPERATING POSITION \$'000	
	Revenue Increase %	Expenditure Decrease %	Total Operating Position %	From Option 4	To Option 5
Invention starts in 2018/19					
2018/19	0.59%	-0.60%	1.19%	467	2,527
2019/20	0.60%	-0.61%	1.21%	(1,614)	2,675
2020/21	0.62%	-0.64%	1.25%	(3,890)	2,859
2021/22	0.55%	-0.57%	1.12%	(6,058)	3,035
2022/23	0.54%	-0.57%	1.11%	(8,352)	3,197
2023/24	0.54%	-0.58%	1.12%	(10,831)	3,337





## SOME INTERVENTION OPTIONS

Review employee costs – particularly award and progression increases

Opportunities for shared services or resource sharing

What are core and what are optional services – discontinue some optional services or forego management

Reduce service level – what would be an acceptable lower level

Special rate variation – Tranche 2 in 2017/18

Increase fees – look at price sensitivity and how this affects demand for Council services

Fully cost subsidies for Council's services so that future decisions can be made concerning the level of subsidy

Purchase ongoing revenue generating properties – review PDF Strategy

Sustainable Resource Centre – options for additional products/services

Review Council labour – internal vs external

Establish the long term impacts of an ageing population and how this would shift service delivery.

Adopt at least a break even ethos for all optional services







## CAPITAL EXPENDITURE AND SALES

Assets exist to deliver services to the community. Council's services are numerous and include such things as road construction, libraries and museum, open space, waste and recycling management, children's services, flood mitigation and catchment management.

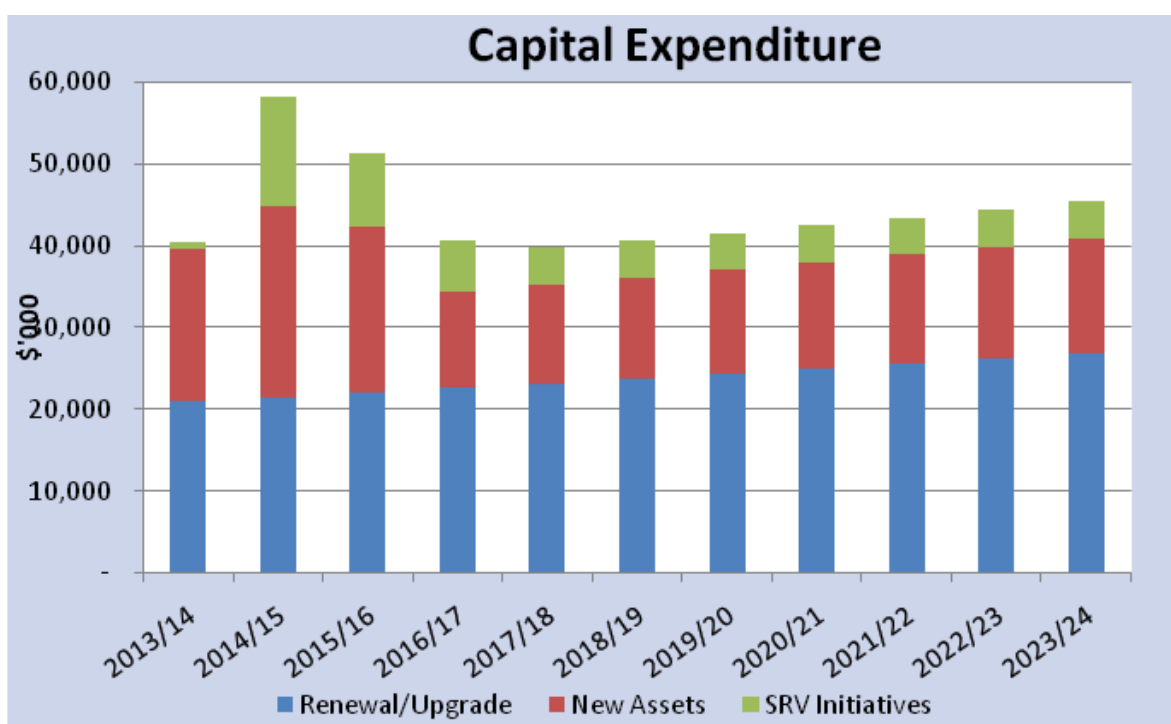
One of the key financial sustainability challenges is the on-going management and preservation of assets. To continue to provide services both now and into the future, Council needs to ensure that its assets are renewed and maintained over time. To enable this requires asset management plans that will schedule the renewal, maintenance, obsolescence and financial resources required for each asset. This whole-of-life cycle is an important element of effective asset management.

With infrastructure assets valued at about \$1.4b, asset management strategy and plans with their financial implications are significant inputs into this LTFP. Council's Asset Management Plans (AMP's) detail the maintenance and renewal strategies for each of the Council's major asset classes including buildings, roads, drainage and open space.

The AMP's drive the majority of the capital expenditure budget outlined in the LTFP. The AMP's however list costs in today's dollars, while the LTFP takes into consideration the impact of CPI on future values of expenditure.

In addition to the expenditure forecasts in the AMP's, there is further capital expenditure related to new initiatives which are noted in the Operational Plan and delivery Program as "Enhancements to Services"

The following graph demonstrates Council's planned total capital expenditure for Option 2 - 5 over the term of the LTFP. The SRV initiatives total \$51.328m over the LTFP as shown in the green colour below.



# SENSITIVITY ANALYSIS



The LTFP contains a number of assumptions based on various sources. Accordingly variations in these assumptions during the life of the plan may have a significant impact on the Council's future financial plans.

The LTFP is therefore updated annually in conjunction with the preparation of the Operational Plan.

Key drivers in the estimates provided in the LTFP and the impact of a 1% plus or minus movement are provided below.

## **Inflation:**

Inflation estimates have been used throughout the LTFP. A movement would impact on both revenues and expenses. It is estimated that a  $\pm 1\%$  movement would impact on Council's operating position only marginally. However there are significant swings within the components of revenue and expenses. Total revenues would move  $\pm \$17.5\text{m}$  by 2023-24 with expenses exceeding this with a  $\pm \$18.8\text{m}$  movement. This assumes that most items of revenue and expenses move in the same manner.

## **Rate Revenue:**

The rate revenue included in the LTFP incorporates the combination of rate pegging of 3% per year and the SRV. A  $\pm 1\%$  movement in rating revenue over the term of the LTFP will result in it moving  $\pm \$7.9\text{m}$  in 2023-24, or about  $\pm \$790\text{k}$  per year

## **Annual Charges:**

This includes the Domestic Waste Management Charge and the Stormwater Levy. As the Stormwater Levy is not expected to increase a  $\pm 1\%$  movement does not impact on the value. The DWM charge however will move  $\pm \$3.2\text{m}$  by 2023-24, or  $\pm \$320\text{k}$  per year

## **Fees and Charges and Operating Grants:**

Both these categories of revenue will move  $\pm \$2.4\text{m}$  over the next 10 years or  $\pm \$240\text{k}$  each per year..

## **Employee Costs:**

The biggest expenditure category with a significant assumption built into the financials concerning staff churn. Presently this is estimated to be approximately 70 employees equating to about \$50,000 per employee. A  $\pm 1\%$  change in this would equate to a movement of  $\pm$

$\$3.50\text{m}$  over 10 years, or  $\pm \$35\text{k}$  each per year.

In addition a general salary movement of  $\pm 1\%$  would mean a  $\pm \$9.2\text{m}$  movement over 10 years, or  $\pm \$920\text{k}$  each per year.

## **Material and Contracts and Other Expenses:**

Combined together these categories of expenditure almost reach the level of Employee Costs. Accordingly a  $\pm 1\%$  change is similar at  $\pm \$6.3\text{m}$  over 10 years, or  $\pm \$630\text{k}$  each per year.

## **Interest on Investments:**

Interest on Investment is sensitive to two aspects - the interest rate and the balances invested.

Should the balances move by  $\pm 10\%$  (a larger percentage is estimated) then given no variation in interest forecasts the earnings would also move  $\pm 10\%$ . This will equate to about  $\pm \$5\text{m}$  over the 10 years or  $\pm \$500\text{k}$  per year.

Interest rate sensitivity will also add to any volume variance due to changes in balances. A  $\pm 1\%$  change would mean a  $\pm \$8.0\text{m}$  movement over 10 years, or  $\pm \$800\text{k}$  each per year.

## **Risk Assessment**

Council's risk management strategy comprises the annual update of the LTFP. This is done in conjunction with the preparation of the Operational Plan where key assumptions and forecasts are reviewed and adjusted were necessary. The revised LTFP is also submitted to Council for adoption with the new Operational Plan. The impact of significant variances or changes to the LTFP is identified with proposals for any necessary mitigating corrective action.

In addition, to determine whether there may be any emerging trends that may impact on the LTFP, monthly financial reports are submitted to Council as well as the Quarterly Budget Review Statement. Monitoring and reporting against Council's Financial Sustainability Indicators (see next section) forms part of the quarterly review.

# METHODS FOR MONITORING FINANCIAL PERFORMANCE AND REPORTING



The aim of the LTFP is to ensure that FCC is financially sustainable; that is, it has the financial resources to enable Council to deliver services to the community and achieve the priorities in the Fairfield City Plan.

Council has therefore adopted eight key Financial Sustainability Principles, and Indicators. These are reported in conjunction with the Quarterly Budget Review Statement (QBRs) each quarter and are shown in the following table

INDICATOR	DEFINITION	PRINCIPLE	TARGET
1. Operating Surplus/ Deficit	The difference between operating income and expenses (including depreciation) not including capital items	Council is to maintain a surplus position. The impact on the overall Council operating surplus should be considered with all financial decisions	An operating surplus of 3% of own source income
2. Financial Gearing - 'Net Financial Liabilities Ratio'	The funding of capital purchases and renewals through loan borrowings	FCC looks to increase its gearing by taking appropriate opportunities to fund its capital purchases and capital renewals through loan borrowings.	Not to exceed 20% with increases subject to maintenance of operating surpluses.
3. Debt Burden - 'Net Interest Cover Ratio'	The net (interest) cost of funding debts and interest income	Increases in debt burden will be considered providing it does not result in an operating deficit.	No target - only to increase if operating surplus maintained.
4. Net Borrowing Ratio	The degree to which revenues from continuing operations are committed to the repayment of debt	Increases in net borrowing will be considered providing the increase does not result in an operating deficit.	No target - only to increase if operating surplus maintained
5. Asset Renewal/ Replacement Ratio	Council's rate at which its assets are being renewed against the rate at which they are depreciating	Council's annual renewal/ replacement expenditure should at least equal its annual depreciation expense until asset management plans provide evidence of a more accurate ratio	1:1
6. Sources of Ordinary Revenue	Council looks to optimise its income stream amongst the different income categories	Changes to the distribution of income will be considered in conjunction with Council's position concerning the tax burden for residents	There is no target, but comparatives and trends to be considered.



INDICATOR	DEFINITION	PRINCIPLE	TARGET
7. Dissection of Expenses from Continuing Operations	Council to optimise its expenses and categories within	Changes to the level and distribution of expenses will be considered in conjunction with major decisions concerning service and efficiency levels	There is no target, but comparatives and trends to be considered.
8. Cash/Liquidity Position	Councils ability to meet its financial obligations in the short term	Council must maintain sufficient liquid assets to pay its commitments when due and payable	2:1





# FINANCIAL MODELLING

## OPTION 1 - BASE CASE INCOME STATEMENT

10 Year Financial Plan for the years ending 30 June 2023



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

Scenario: Option1 - Base Case	Current Year	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>Income from Continuing Operations</b>											
Revenue:											
Rates & Annual Charges	95,083	94,533	98,768	103,258	106,160	109,115	112,155	115,344	118,627	121,937	125,342
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539
Interest & Investment Revenue	3,400	3,472	4,025	4,596	4,793	4,871	4,919	5,340	5,144	4,737	4,278
Other Revenues	8,749	8,987	9,255	9,523	9,761	9,995	10,235	10,501	10,774	11,033	11,298
Grants & Contributions provided for Operating Purposes	21,358	22,288	22,957	23,622	24,213	24,794	25,389	26,049	26,727	27,368	28,025
Grants & Contributions provided for Capital Purposes	7,149	10,719	4,321	4,157	4,279	4,382	4,487	4,603	4,723	4,836	4,953
<b>Total Income from Continuing Operations</b>	<b>154,620</b>	<b>159,865</b>	<b>159,789</b>	<b>169,213</b>	<b>173,863</b>	<b>178,406</b>	<b>183,040</b>	<b>188,366</b>	<b>193,212</b>	<b>197,781</b>	<b>202,434</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	67,442	69,693	71,629	73,778	78,015	82,403	87,029	91,289	95,660	100,226	105,003
Borrowing Costs	132	103	599	1,077	971	867	766	664	560	449	330
Materials & Contracts	22,881	23,665	24,307	25,615	26,195	26,758	27,332	27,977	28,636	29,247	29,869
Depreciation & Amortisation	25,981	30,413	31,482	32,730	33,542	34,340	35,159	36,066	36,997	37,879	38,782
Other Expenses	29,633	31,015	31,972	32,900	32,720	33,540	34,385	36,313	37,507	38,476	39,477
<b>Total Expenses from Continuing Operations</b>	<b>146,070</b>	<b>154,890</b>	<b>159,989</b>	<b>166,099</b>	<b>171,443</b>	<b>177,908</b>	<b>184,670</b>	<b>192,309</b>	<b>199,361</b>	<b>206,276</b>	<b>213,461</b>
<b>Net Operating Result for the Year</b>	<b>8,550</b>	<b>4,976</b>	<b>(200)</b>	<b>3,114</b>	<b>2,421</b>	<b>499</b>	<b>(1,630)</b>	<b>(3,943)</b>	<b>(6,149)</b>	<b>(8,495)</b>	<b>(11,027)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,401</b>	<b>(5,743)</b>	<b>(4,521)</b>	<b>(1,043)</b>	<b>(1,858)</b>	<b>(3,883)</b>	<b>(6,117)</b>	<b>(8,547)</b>	<b>(10,872)</b>	<b>(13,331)</b>	<b>(15,980)</b>

Fairfield Council  
10 Year Financial Plan for the Years ending 30 June 2024  
CASH FLOW STATEMENT -  
Scenario: Option1 - Base Case

OPTION 1 - BASE CASE  
CASH FLOW STATEMENT  
10 Year Financial Plan for the years ending 30 June 2023



	Current Year 2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	94,717	94,556	98,594	103,074	106,041	108,994	112,030	115,213	118,492	121,801	125,202
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539
Interest & Investment Revenue Received	3,695	3,433	4,037	4,587	4,787	4,872	4,929	5,359	5,174	4,778	4,331
Grants & Contributions	28,504	33,007	27,278	27,779	28,492	29,176	29,876	30,653	31,450	32,204	32,977
Other	8,324	8,768	9,124	9,271	9,587	9,824	10,059	10,307	10,575	10,844	11,104
<b>Payments:</b>											
Employee Benefits & On-Costs	(67,462)	(68,601)	(71,712)	(72,781)	(76,466)	(80,782)	(85,333)	(89,509)	(93,796)	(98,280)	(102,975)
Materials & Contracts	(23,628)	(23,345)	(24,078)	(25,328)	(26,155)	(26,546)	(27,113)	(27,564)	(28,349)	(29,002)	(29,616)
Borrowing Costs	(132)	(103)	(599)	(1,077)	(971)	(867)	(766)	(664)	(560)	(449)	(330)
Other	(29,588)	(30,968)	(31,924)	(32,851)	(32,670)	(33,488)	(34,332)	(36,259)	(37,453)	(38,421)	(39,420)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>33,311</b>	<b>36,612</b>	<b>31,184</b>	<b>36,730</b>	<b>37,301</b>	<b>36,432</b>	<b>35,205</b>	<b>34,062</b>	<b>32,750</b>	<b>31,345</b>	<b>29,811</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	-	-	-	-	-	-	-	-	294	9,138	11,741
Sale of Infrastructure, Property, Plant & Equipment	931	16,931	931	931	931	931	931	931	931	931	931
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(40,456)	(52,228)	(42,304)	(34,177)	(35,031)	(35,872)	(36,733)	(37,688)	(38,668)	(39,596)	(40,546)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(39,525)</b>	<b>(35,297)</b>	<b>(41,373)</b>	<b>(33,246)</b>	<b>(34,100)</b>	<b>(34,941)</b>	<b>(35,802)</b>	<b>(36,757)</b>	<b>(37,443)</b>	<b>(38,421)</b>	<b>(39,420)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	-	8,000	8,300	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,368)	(341)	(938)	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	(1,937)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,368)</b>	<b>7,659</b>	<b>7,362</b>	<b>(1,615)</b>	<b>(1,675)</b>	<b>(1,603)</b>	<b>(1,589)</b>	<b>(1,636)</b>	<b>(1,708)</b>	<b>(1,819)</b>	<b>(1,937)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(7,582)</b>	<b>8,974</b>	<b>(2,827)</b>	<b>1,870</b>	<b>1,526</b>	<b>(112)</b>	<b>(2,185)</b>	<b>(4,331)</b>	<b>(6,401)</b>	<b>0</b>	<b>0</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>11,068</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>	<b>12,918</b>	<b>10,732</b>	<b>6,401</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>12,461</b>	<b>9,634</b>	<b>11,504</b>	<b>13,030</b>						

## OPTION 1 - BASE CASE BALANCE SHEET

10 Year Financial Plan for the years ending 30 June 2023



Fairfield Council 10 Year Financial Plan for the Years ending 30 June 2024 BALANCE SHEET - Scenario: Option1 - Base Case												
	Current Year 2013/14	Projected Years										
	\$'000	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	
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	3,486	12,461	9,634	11,504	13,030	12,918	10,732	6,401	-	-	-	
Investments	41,124	41,124	41,124	41,124	41,124	41,124	41,124	41,124	40,945	35,381	28,232	
Receivables	9,480	9,674	9,874	10,223	10,442	10,653	10,859	11,079	11,294	11,488	11,677	
Inventories	642	661	677	711	725	739	753	768	785	800	815	
Other	804	835	859	891	897	917	937	975	1,002	1,025	1,048	
<b>Total Current Assets</b>	<b>55,536</b>	<b>64,756</b>	<b>62,168</b>	<b>64,453</b>	<b>66,218</b>	<b>66,350</b>	<b>64,405</b>	<b>60,347</b>	<b>54,026</b>	<b>48,694</b>	<b>41,772</b>	
<b>Non-Current Assets</b>												
Investments	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,301	22,727	18,135	
Receivables	997	991	1,036	1,083	1,113	1,144	1,176	1,209	1,244	1,279	1,314	
Infrastructure, Property, Plant & Equipment	1,685,251	1,690,134	1,700,025	1,700,541	1,701,100	1,701,700	1,702,343	1,703,034	1,703,774	1,704,560	1,705,394	
Investments Accounted for using the equity method	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	
Investment Property	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	
<b>Total Non-Current Assets</b>	<b>1,737,373</b>	<b>1,742,251</b>	<b>1,752,187</b>	<b>1,752,750</b>	<b>1,753,339</b>	<b>1,753,970</b>	<b>1,754,645</b>	<b>1,755,370</b>	<b>1,756,029</b>	<b>1,756,726</b>	<b>1,749,553</b>	
<b>TOTAL ASSETS</b>	<b>1,792,909</b>	<b>1,807,007</b>	<b>1,814,354</b>	<b>1,817,203</b>	<b>1,819,556</b>	<b>1,820,320</b>	<b>1,819,051</b>	<b>1,815,717</b>	<b>1,810,055</b>	<b>1,801,970</b>	<b>1,791,325</b>	
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	16,535	16,945	15,999	16,352	16,411	16,657	16,911	17,378	17,708	17,991	18,282	
Borrowings	341	938	1,615	1,675	1,603	1,589	1,636	1,708	1,819	1,937	2,063	
Provisions	23,903	24,957	26,087	27,083	28,632	30,253	31,949	33,729	35,593	37,539	39,567	
<b>Total Current Liabilities</b>	<b>40,779</b>	<b>42,839</b>	<b>43,701</b>	<b>45,110</b>	<b>46,646</b>	<b>48,499</b>	<b>50,496</b>	<b>52,814</b>	<b>55,120</b>	<b>57,466</b>	<b>59,911</b>	
<b>Non-Current Liabilities</b>												
Borrowings	1,366	8,428	15,113	13,439	11,835	10,247	8,610	6,903	5,084	3,147	1,084	
Provisions	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	
<b>Total Non-Current Liabilities</b>	<b>4,493</b>	<b>11,555</b>	<b>18,241</b>	<b>16,566</b>	<b>14,963</b>	<b>13,374</b>	<b>11,738</b>	<b>10,030</b>	<b>8,211</b>	<b>6,274</b>	<b>4,211</b>	
<b>TOTAL LIABILITIES</b>	<b>45,272</b>	<b>54,394</b>	<b>61,941</b>	<b>61,676</b>	<b>61,609</b>	<b>61,873</b>	<b>62,234</b>	<b>62,844</b>	<b>63,331</b>	<b>63,740</b>	<b>64,123</b>	
<b>Net Assets</b>	<b>1,747,637</b>	<b>1,752,613</b>	<b>1,752,413</b>	<b>1,755,527</b>	<b>1,757,948</b>	<b>1,758,446</b>	<b>1,756,816</b>	<b>1,752,873</b>	<b>1,746,724</b>	<b>1,738,229</b>	<b>1,727,202</b>	
<b>EQUITY</b>												
Retained Earnings	680,457	685,433	685,233	688,347	690,768	691,266	689,636	685,693	679,544	671,049	660,022	
Revaluation Reserves	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	
Council Equity Interest	1,747,637	1,752,613	1,752,413	1,755,527	1,757,948	1,758,446	1,756,816	1,752,873	1,746,724	1,738,229	1,727,202	
<b>Total Equity</b>	<b>1,747,637</b>	<b>1,752,613</b>	<b>1,752,413</b>	<b>1,755,527</b>	<b>1,757,948</b>	<b>1,758,446</b>	<b>1,756,816</b>	<b>1,752,873</b>	<b>1,746,724</b>	<b>1,738,229</b>	<b>1,727,202</b>	

## KEY PERFORMANCE INDICATORS -

### Scenario: Option1 - Base Case

Current Year	Projected Years											
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
<div><div></div> Within benchmark (minimum and/or maximum)</div> <div><div></div> Not within benchmark (minimum and/or maximum)</div>												
KEY PERFORMANCE INDICATORS												
Operating Surplus/(Deficit) Ratio - on own sourced operating income	<div></div> 1.11%	<div></div> -4.53%	<div></div> -3.41%	<div></div> -0.74%	<div></div> -1.28%	<div></div> -2.60%	<div></div> -3.99%	<div></div> -5.42%	<div></div> -6.72%	<div></div> -8.05%	<div></div> -9.43%	
Unrestricted Current Ratio	<div></div> 2.11	<div></div> 2.49	<div></div> 2.24	<div></div> 2.23	<div></div> 2.22	<div></div> 2.09	<div></div> 1.87	<div></div> 1.53	<div></div> 1.13	<div></div> 0.64	<div></div> 0.08	
Debt Service Ratio	<div></div> 1.05%	<div></div> 0.31%	<div></div> 1.01%	<div></div> 1.67%	<div></div> 1.60%	<div></div> 1.45%	<div></div> 1.35%	<div></div> 1.28%	<div></div> 1.23%	<div></div> 1.20%	<div></div> 1.18%	
Rates & Annual Charges Coverage Ratio	<div></div> 61.49%	<div></div> 59.13%	<div></div> 61.81%	<div></div> 61.02%	<div></div> 61.06%	<div></div> 61.16%	<div></div> 61.27%	<div></div> 61.23%	<div></div> 61.40%	<div></div> 61.65%	<div></div> 61.92%	
Rates, Annual Charges, Interest & Extra Charges Outstanding	<div></div> 3.94%	<div></div> 3.92%	<div></div> 3.93%	<div></div> 3.93%	<div></div> 3.93%	<div></div> 3.93%	<div></div> 3.93%	<div></div> 3.93%	<div></div> 3.93%	<div></div> 3.93%	<div></div> 3.93%	
Building & Infrastructure Renewals Ratio	<div></div> 88.56%	<div></div> 87.28%	<div></div> 85.64%	<div></div> 84.94%	<div></div> 84.97%	<div></div> 85.03%	<div></div> 85.10%	<div></div> 85.33%	<div></div> 85.57%	<div></div> 85.62%	<div></div> 85.68%	
Net Financial Liabilities Ratio (Gearing Ratio)	<div></div> 0.54%	<div></div> 0.51%	<div></div> 1.18%	<div></div> 1.11%	<div></div> 1.09%	<div></div> 1.17%	<div></div> 1.37%	<div></div> 1.71%	<div></div> 2.17%	<div></div> 2.77%	<div></div> 3.51%	
Net Interest Coverage Ratio	<div></div> -2.11%	<div></div> -2.11%	<div></div> -2.14%	<div></div> -2.08%	<div></div> -2.20%	<div></div> -2.24%	<div></div> -2.27%	<div></div> -2.48%	<div></div> -2.37%	<div></div> -2.17%	<div></div> -1.95%	

## OPTION 1 - BASE CASE

### KEY PERFORMANCE INDICATORS

10 Year Financial Plan for the years ending 30 June 2023





## OPTION 2 - SRV 2% FOR 6 YEARS INCOME STATEMENT

10 Year Financial Plan for the years ending 30 June 2023



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

	Current Year	Projected Years									
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>INCOME STATEMENT -</b>											
<b>Scenario: Option 2 - SRV 2% for 6 Years</b>											
<b>Income from Continuing Operations</b>											
Revenue:											
Rates & Annual Charges	95,083	95,917	101,581	107,612	112,174	116,916	121,875	125,357	128,939	132,559	136,282
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539
Interest & Investment Revenue	3,400	3,472	4,025	4,596	4,793	4,871	4,919	5,340	5,144	4,737	4,278
Other Revenues	8,749	8,987	9,255	9,523	9,761	9,995	10,235	10,501	10,774	11,033	11,298
Grants & Contributions provided for Operating Purposes	21,358	22,288	22,957	23,622	24,213	24,794	25,389	26,049	26,727	27,368	28,025
Grants & Contributions provided for Capital Purposes	7,149	10,719	4,321	4,157	4,279	4,382	4,487	4,603	4,723	4,836	4,953
<b>Total Income from Continuing Operations</b>	<b>154,620</b>	<b>161,249</b>	<b>162,602</b>	<b>173,567</b>	<b>179,877</b>	<b>186,207</b>	<b>192,761</b>	<b>198,378</b>	<b>203,524</b>	<b>208,403</b>	<b>213,374</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	67,442	69,693	71,629	73,778	78,017	82,402	87,024	91,284	95,655	100,221	104,998
Borrowing Costs	132	103	599	1,077	971	867	766	664	560	449	330
Materials & Contracts	22,881	23,665	24,674	26,308	26,902	27,478	28,066	28,726	29,401	30,026	30,663
Depreciation & Amortisation	25,981	30,413	31,639	33,014	33,925	34,724	35,542	36,449	37,380	38,262	39,165
Other Expenses	29,633	31,015	31,972	32,899	32,720	33,540	34,385	36,313	37,507	38,476	39,477
<b>Total Expenses from Continuing Operations</b>	<b>146,070</b>	<b>154,890</b>	<b>160,513</b>	<b>167,076</b>	<b>172,535</b>	<b>179,010</b>	<b>185,783</b>	<b>193,437</b>	<b>200,504</b>	<b>207,434</b>	<b>214,633</b>
<b>Net Operating Result for the Year</b>	<b>8,550</b>	<b>6,360</b>	<b>2,089</b>	<b>6,491</b>	<b>7,342</b>	<b>7,196</b>	<b>6,978</b>	<b>4,941</b>	<b>3,020</b>	<b>969</b>	<b>(1,259)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital PurposesCapital Purposes</b>	<b>1,401</b>	<b>(4,358)</b>	<b>(2,231)</b>	<b>2,334</b>	<b>3,063</b>	<b>2,815</b>	<b>2,491</b>	<b>338</b>	<b>(1,703)</b>	<b>(3,867)</b>	<b>(6,211)</b>

## OPTION 2 - SRV 2% FOR 6 YEARS CASH FLOW STATEMENT STATEMENT

10 Year Financial Plan for the years ending 30 June 2023



	Current Year 2013/14 \$'000	Projected Years									
		2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	94,717	95,883	101,348	107,364	111,987	116,721	121,671	125,213	128,792	132,410	136,129
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539
Interest & Investment Revenue Received	3,695	3,453	4,066	4,600	4,785	4,861	4,910	5,340	5,153	4,755	4,307
Grants & Contributions	28,504	33,007	27,278	27,779	28,492	29,176	29,876	30,653	31,450	32,204	32,977
Other	8,324	8,768	9,124	9,271	9,587	9,824	10,059	10,307	10,575	10,844	11,104
<b>Payments:</b>											
Employee Benefits & On-Costs	(67,462)	(68,601)	(71,712)	(72,781)	(76,469)	(80,781)	(85,328)	(89,505)	(93,791)	(98,275)	(102,970)
Materials & Contracts	(23,628)	(23,345)	(24,411)	(25,991)	(26,861)	(27,265)	(27,846)	(28,312)	(29,113)	(29,780)	(30,409)
Borrowing Costs	(132)	(103)	(599)	(1,077)	(971)	(867)	(766)	(664)	(560)	(449)	(330)
Other	(29,588)	(30,968)	(31,924)	(32,850)	(32,670)	(33,488)	(34,332)	(36,259)	(37,453)	(38,421)	(39,420)
<b>Net Cash provided (or used in) Operating Activities</b>	33,311	37,960	33,634	40,372	42,536	43,430	44,100	43,299	42,270	41,159	39,926
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	-	-	1,341	1,027	-	-	-	-	-	-	6,195
Sale of Infrastructure, Property, Plant & Equipment	931	16,931	931	931	931	931	931	931	931	931	931
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(40,456)	(58,113)	(51,192)	(40,715)	(39,775)	(40,622)	(41,488)	(42,450)	(43,436)	(44,370)	(45,327)
<b>Net Cash provided (or used in) Investing Activities</b>	(39,525)	(41,182)	(48,919)	(38,757)	(38,844)	(39,690)	(40,557)	(41,518)	(42,505)	(43,439)	(38,201)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	-	8,000	8,300	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,368)	(341)	(938)	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	(1,937)
<b>Net Cash Flow provided (used in) Financing Activities</b>	(1,368)	7,659	7,362	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	(1,937)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(7,582)	4,437	(7,923)	(0)	2,018	2,137	1,954	145	(1,943)	(4,099)	(211)
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	11,068	3,486	7,923	0	(0)	2,018	4,154	6,108	6,253	4,310	211
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>7,923</b>	<b>0</b>	<b>(0)</b>	<b>2,018</b>	<b>4,154</b>	<b>6,108</b>	<b>6,253</b>	<b>4,310</b>	<b>211</b>	<b>0</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>7,923</b>	<b>0</b>	<b>(0)</b>	<b>2,018</b>	<b>4,154</b>	<b>6,108</b>	<b>6,253</b>	<b>4,310</b>	<b>211</b>	<b>0</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>7,923</b>	<b>0</b>	<b>(0)</b>	<b>2,018</b>	<b>4,154</b>	<b>6,108</b>	<b>6,253</b>	<b>4,310</b>	<b>211</b>	<b>0</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>71,026</b>	<b>75,463</b>	<b>66,199</b>	<b>65,172</b>	<b>67,190</b>	<b>69,326</b>	<b>71,280</b>	<b>71,425</b>	<b>69,482</b>	<b>65,383</b>	<b>58,977</b>
<b>Representing:</b>											
- External Restrictions	44,358	43,167	44,532	45,867	47,202	48,537	49,872	51,207	52,542	53,877	55,212
- Internal Restrictions	25,667	31,296	20,667	18,305	18,988	19,789	20,408	19,218	15,940	10,506	2,765
- Unrestricted	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>71,026</b>	<b>75,463</b>	<b>66,199</b>	<b>65,172</b>	<b>67,190</b>	<b>69,326</b>	<b>71,280</b>	<b>71,425</b>	<b>69,482</b>	<b>65,383</b>	<b>58,977</b>

## OPTION 2 - SRV 2% FOR 6 YEARS BALANCE SHEET

10 Year Financial Plan for the years ending 30 June 2023



Fairfield Council 10 Year Financial Plan for the Years ending 30 June 2024 BALANCE SHEET - Scenario: Option 2 - SRV 2% for 6 Years												
	Current Year 2013/14 \$'000	Projected Years										
		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	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	3,486	7,923	-	-	2,018	4,154	6,108	6,253	4,310	211	-	
Investments	41,124	41,124	40,307	39,682	39,682	39,682	39,682	39,682	39,682	39,682	35,910	
Receivables	9,480	9,697	9,911	10,295	10,567	10,842	11,126	11,374	11,620	11,846	12,069	
Inventories	642	661	687	729	744	758	772	789	805	820	836	
Other	804	835	864	902	907	927	948	986	1,013	1,036	1,060	
<b>Total Current Assets</b>	<b>55,536</b>	<b>60,241</b>	<b>51,769</b>	<b>51,608</b>	<b>53,918</b>	<b>56,364</b>	<b>58,637</b>	<b>59,084</b>	<b>57,431</b>	<b>53,597</b>	<b>49,875</b>	
<b>Non-Current Assets</b>												
Investments	26,416	26,416	25,891	25,490	25,490	25,490	25,490	25,490	25,490	25,490	23,067	
Receivables	997	1,006	1,065	1,128	1,176	1,226	1,278	1,314	1,352	1,390	1,429	
Infrastructure, Property, Plant & Equipment	1,685,251	1,696,019	1,714,641	1,721,410	1,726,329	1,731,296	1,736,311	1,741,381	1,746,505	1,751,683	1,756,913	
Investments Accounted for using the equity method	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	
Investment Property	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	
<b>Total Non-Current Assets</b>	<b>1,737,373</b>	<b>1,748,151</b>	<b>1,766,307</b>	<b>1,772,738</b>	<b>1,777,705</b>	<b>1,782,722</b>	<b>1,787,789</b>	<b>1,792,895</b>	<b>1,798,057</b>	<b>1,803,272</b>	<b>1,806,119</b>	
<b>TOTAL ASSETS</b>	<b>1,792,909</b>	<b>1,808,391</b>	<b>1,818,076</b>	<b>1,824,346</b>	<b>1,831,623</b>	<b>1,839,086</b>	<b>1,846,426</b>	<b>1,851,979</b>	<b>1,855,488</b>	<b>1,856,869</b>	<b>1,855,995</b>	
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	16,535	16,945	16,049	16,445	16,506	16,754	17,010	17,478	17,811	18,096	18,389	
Borrowings	341	938	1,615	1,675	1,603	1,589	1,636	1,708	1,819	1,937	2,063	
Provisions	23,903	24,957	26,087	27,083	28,632	30,253	31,949	33,729	35,593	37,539	39,567	
<b>Total Current Liabilities</b>	<b>40,779</b>	<b>42,839</b>	<b>43,750</b>	<b>45,204</b>	<b>46,741</b>	<b>48,596</b>	<b>50,595</b>	<b>52,915</b>	<b>55,223</b>	<b>57,571</b>	<b>60,018</b>	
<b>Non-Current Liabilities</b>												
Borrowings	1,366	8,428	15,113	13,439	11,835	10,247	8,610	6,903	5,084	3,147	1,084	
Provisions	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	
<b>Total Non-Current Liabilities</b>	<b>4,493</b>	<b>11,555</b>	<b>18,241</b>	<b>16,566</b>	<b>14,963</b>	<b>13,374</b>	<b>11,738</b>	<b>10,030</b>	<b>8,211</b>	<b>6,274</b>	<b>4,211</b>	
<b>TOTAL LIABILITIES</b>	<b>45,272</b>	<b>54,394</b>	<b>61,991</b>	<b>61,770</b>	<b>61,704</b>	<b>61,970</b>	<b>62,333</b>	<b>62,945</b>	<b>63,434</b>	<b>63,845</b>	<b>64,230</b>	
<b>Net Assets</b>	<b>1,747,637</b>	<b>1,753,997</b>	<b>1,756,086</b>	<b>1,762,577</b>	<b>1,769,919</b>	<b>1,777,115</b>	<b>1,784,093</b>	<b>1,789,034</b>	<b>1,792,054</b>	<b>1,793,024</b>	<b>1,791,765</b>	
<b>EQUITY</b>												
Retained Earnings	680,457	686,817	688,906	695,397	702,739	709,935	716,913	721,854	724,874	725,844	724,585	
Revaluation Reserves	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	
Council Equity Interest	1,747,637	1,753,997	1,756,086	1,762,577	1,769,919	1,777,115	1,784,093	1,789,034	1,792,054	1,793,024	1,791,765	
<b>Total Equity</b>	<b>1,747,637</b>	<b>1,753,997</b>	<b>1,756,086</b>	<b>1,762,577</b>	<b>1,769,919</b>	<b>1,777,115</b>	<b>1,784,093</b>	<b>1,789,034</b>	<b>1,792,054</b>	<b>1,793,024</b>	<b>1,791,765</b>	

# Fairfield Council

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

### KEY PERFORMANCE INDICATORS -

Scenario: Option 2 - SRV 2% for 6 Years

	Current	Projected Years										
	Year											
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
<div><div></div> Within benchmark (minimum and/or maximum)</div> <div><div></div> Not within benchmark (minimum and/or maximum)</div>												
KEY PERFORMANCE INDICATORS												
Operating Surplus/(Deficit) Ratio - on own sourced operating income	Snapshot											
	Actual Ratio	<div><div></div>1.11%</div>	<div><div></div>-3.40%</div>	<div><div></div>-1.65%</div>	<div><div></div>1.60%</div>	<div><div></div>2.02%</div>	<div><div></div>1.79%</div>	<div><div></div>1.53%</div>	<div><div></div>0.20%</div>	<div><div></div>-0.99%</div>	<div><div></div>-2.19%</div>	<div><div></div>-3.44%</div>
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	<div><div></div>2.11</div>	<div><div></div>2.28</div>	<div><div></div>1.71</div>	<div><div></div>1.56</div>	<div><div></div>1.58</div>	<div><div></div>1.59</div>	<div><div></div>1.58</div>	<div><div></div>1.48</div>	<div><div></div>1.29</div>	<div><div></div>1.02</div>	<div><div></div>0.67</div>
Debt Service Ratio	Snapshot											
	Actual Ratio	<div><div></div>1.05%</div>	<div><div></div>0.30%</div>	<div><div></div>0.99%</div>	<div><div></div>1.63%</div>	<div><div></div>1.54%</div>	<div><div></div>1.39%</div>	<div><div></div>1.28%</div>	<div><div></div>1.21%</div>	<div><div></div>1.17%</div>	<div><div></div>1.14%</div>	<div><div></div>1.11%</div>
Rates & Annual Charges Coverage Ratio	Snapshot											
	Actual Ratio	<div><div></div>61.49%</div>	<div><div></div>59.48%</div>	<div><div></div>62.47%</div>	<div><div></div>62.00%</div>	<div><div></div>62.36%</div>	<div><div></div>62.79%</div>	<div><div></div>63.23%</div>	<div><div></div>63.19%</div>	<div><div></div>63.35%</div>	<div><div></div>63.61%</div>	<div><div></div>63.87%</div>
Rates, Annual Charges, Interest & Extra Charges Outstanding	Snapshot											
	Actual Ratio	<div><div></div>3.94%</div>	<div><div></div>3.92%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>
Building & Infrastructure Renewals Ratio	Snapshot											
	Actual Ratio	<div><div></div>88.56%</div>	<div><div></div>87.28%</div>	<div><div></div>84.90%</div>	<div><div></div>83.71%</div>	<div><div></div>83.50%</div>	<div><div></div>83.35%</div>	<div><div></div>83.20%</div>	<div><div></div>83.23%</div>	<div><div></div>83.27%</div>	<div><div></div>83.15%</div>	<div><div></div>83.04%</div>
Net Financial Liabilities Ratio (Gearing Ratio)	Snapshot											
	Actual Ratio	<div><div></div>0.54%</div>	<div><div></div>0.72%</div>	<div><div></div>1.72%</div>	<div><div></div>1.81%</div>	<div><div></div>1.75%</div>	<div><div></div>1.70%</div>	<div><div></div>1.66%</div>	<div><div></div>1.74%</div>	<div><div></div>1.93%</div>	<div><div></div>2.22%</div>	<div><div></div>2.65%</div>
Net Interest Coverage Ratio	Snapshot											
	Actual Ratio	<div><div></div>-2.11%</div>	<div><div></div>-2.09%</div>	<div><div></div>-2.11%</div>	<div><div></div>-2.03%</div>	<div><div></div>-2.12%</div>	<div><div></div>-2.15%</div>	<div><div></div>-2.15%</div>	<div><div></div>-2.36%</div>	<div><div></div>-2.25%</div>	<div><div></div>-2.06%</div>	<div><div></div>-1.85%</div>

## OPTION 2 - SRV 2% FOR 6 YEARS KEY PERFORMANCE INDICATORS

10 Year Financial Plan for the years ending 30 June 2023





## OPTION 3 - SRV 5%, 4%, 3%, 2% and 1% over 5 years INCOME STATEMENT

10 Year Financial Plan for the years ending 30 June 2023



Fairfield Council  
June 2024

	Current Year	Projected Years									
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>INCOME STATEMENT -</b>											
Scenario: Option 3 - 5%, 4%, 3%, 2%, and 1% over											
<b>Income from Continuing Operations</b>											
Revenue:											
Rates & Annual Charges	95,083	97,993	105,190	112,166	116,955	121,085	124,484	128,043	131,706	135,409	139,218
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539
Interest & Investment Revenue	3,400	3,472	4,025	4,596	4,793	4,871	4,919	5,340	5,144	4,737	4,278
Other Revenues	8,749	8,987	9,255	9,523	9,761	9,995	10,235	10,501	10,774	11,033	11,298
Grants & Contributions provided for Operating Purposes	21,358	22,288	22,957	23,622	24,213	24,794	25,389	26,049	26,727	27,368	28,025
Grants & Contributions provided for Capital Purposes	7,149	10,719	4,321	4,157	4,279	4,382	4,487	4,603	4,723	4,836	4,953
<b>Total Income from Continuing Operations</b>	<b>154,620</b>	<b>163,325</b>	<b>166,210</b>	<b>178,120</b>	<b>184,659</b>	<b>190,376</b>	<b>195,369</b>	<b>201,065</b>	<b>206,291</b>	<b>211,254</b>	<b>216,310</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	67,442	69,693	71,629	73,778	78,017	82,402	87,024	91,284	95,655	100,221	104,998
Borrowing Costs	132	103	599	1,077	971	867	766	664	560	449	330
Materials & Contracts	22,881	23,665	24,674	26,308	26,902	27,478	28,066	28,726	29,401	30,026	30,663
Depreciation & Amortisation	25,981	30,413	31,639	33,014	33,925	34,724	35,542	36,449	37,380	38,262	39,165
Other Expenses	29,633	31,015	31,972	32,899	32,720	33,540	34,385	36,313	37,507	38,476	39,477
<b>Total Expenses from Continuing Operations</b>	<b>146,070</b>	<b>154,890</b>	<b>160,513</b>	<b>167,076</b>	<b>172,535</b>	<b>179,010</b>	<b>185,783</b>	<b>193,437</b>	<b>200,504</b>	<b>207,434</b>	<b>214,633</b>
<b>Net Operating Result for the Year</b>	<b>8,550</b>	<b>8,436</b>	<b>5,697</b>	<b>11,044</b>	<b>12,124</b>	<b>11,366</b>	<b>9,586</b>	<b>7,628</b>	<b>5,787</b>	<b>3,820</b>	<b>1,677</b>
<b>Net Operating Result before Grants and Contributions provided for Capital</b>	<b>1,401</b>	<b>(2,282)</b>	<b>1,377</b>	<b>6,887</b>	<b>7,845</b>	<b>6,984</b>	<b>5,100</b>	<b>3,024</b>	<b>1,064</b>	<b>(1,017)</b>	<b>(3,276)</b>

## OPTION 3 - SRV 5%, 4%, 3%, 2% and 1% over 5 years CASH FLOW STATEMENT

10 Year Financial Plan for the years ending 30 June 2023



Fairfield Council 10 Year Financial Plan for the Years ending 30 June 2024 CASH FLOW STATEMENT - Scenario: Option 3 - 5%, 4%, 3%, 2%, and 1% over 5 Years											
Current Year 2013/14 \$'000	Projected Years										2023/24 \$'000
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000		
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	94,717	104,894	111,879	116,758	120,915	124,344	127,897	131,556	135,257	139,061	
User Charges & Fees	18,882	19,867	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539	
Interest & Investment Revenue Received	3,695	3,443	4,051	4,580	4,843	4,898	5,327	5,140	4,743	4,294	
Grants & Contributions	28,504	33,007	27,779	28,492	29,176	29,876	30,653	31,450	32,204	32,977	
Other	8,324	8,768	9,124	9,271	9,587	9,824	10,059	10,307	10,844	11,104	
Payments:											
Employee Benefits & On-Costs	(67,462)	(68,601)	(72,781)	(76,469)	(80,781)	(85,328)	(89,505)	(93,791)	(98,275)	(102,970)	
Materials & Contracts	(23,628)	(23,345)	(25,991)	(26,861)	(27,265)	(27,846)	(28,312)	(29,113)	(29,780)	(30,409)	
Borrowing Costs	(132)	(103)	(1,077)	(971)	(867)	(766)	(664)	(560)	(449)	(330)	
Other	(29,588)	(30,968)	(31,924)	(32,850)	(33,670)	(33,488)	(34,332)	(37,453)	(38,421)	(39,420)	
Net Cash provided (or used in) Operating Activities	33,311	39,941	37,164	44,866	47,287	47,606	46,761	45,970	43,993	42,846	
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	931	16,931	931	931	931	931	931	931	931	931	
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(40,456)	(58,113)	(51,192)	(40,715)	(39,775)	(40,622)	(41,488)	(43,436)	(44,370)	(45,327)	
Net Cash provided (or used in) Investing Activities	(39,525)	(41,182)	(50,261)	(39,784)	(38,844)	(39,690)	(40,557)	(41,518)	(43,439)	(44,396)	
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	8,000	8,300	-	-	-	-	-	-	-	
Payments:											
Repayment of Borrowings & Advances	(1,368)	(341)	(938)	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	
Net Cash Flow provided (used in) Financing Activities	(1,368)	7,659	7,362	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	
Net Increase/(Decrease) in Cash & Cash Equivalents	(7,582)	6,418	(5,735)	3,468	6,768	6,313	4,615	2,816	809	(1,265)	
plus: Cash, Cash Equivalents & Investments - beginning of year	11,068	3,486	9,905	4,170	7,638	14,406	20,719	25,334	28,150	28,959	
Cash & Cash Equivalents - end of the year	3,486	9,905	4,170	7,638	14,406	20,719	25,334	28,959	27,694	24,207	
Cash, Cash Equivalents & Investments - end of the year											
Cash & Cash Equivalents - end of the year	3,486	9,905	4,170	7,638	14,406	20,719	25,334	28,959	27,694	24,207	
Investments - end of the year	67,540	67,540	67,540	67,540	67,540	67,540	67,540	67,540	67,540	67,540	
Cash, Cash Equivalents & Investments - end of the year	71,026	77,445	71,710	75,178	81,946	88,259	92,874	96,499	95,234	91,747	
Representing:											
External Restrictions	44,358	43,167	44,532	45,867	47,202	48,537	49,872	51,207	52,542	53,877	
Internal Restrictions	25,669	34,199	26,178	28,311	33,744	38,722	41,675	43,544	42,957	40,357	
Unrestricted	1,000	79	1,000	1,000	1,000	1,000	1,328	939	1,000	1,000	
Net Cash provided (or used in) Operating Activities	71,026	77,445	71,710	75,178	81,946	88,259	92,874	96,499	95,234	91,747	

## OPTION 3 - SRV 5%, 4%, 3%, 2% and 1% over 5 years BALANCE SHEET

10 Year Financial Plan for the years ending 30 June 2023

Fairfield Council 10 Year Financial Plan for the Years ending 30 June 2024 BALANCE SHEET - Scenario: Option 3 - 5%, 4%, 3%, 2%, and 1% over 5 Years												
	Current Year 2013/14 \$'000	Projected Years										
ASSETS		2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	
<b>Current Assets</b>												
Cash & Cash Equivalents	3,486	9,905	4,170	7,638	14,406	20,719	25,334	28,150	28,959	27,694	24,207	
Investments	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	
Receivables	9,480	9,770	10,047	10,479	10,780	11,055	11,303	11,565	11,826	12,068	12,306	
Inventories	642	661	687	729	744	758	772	789	805	820	836	
Other	804	835	864	902	907	927	948	986	1,013	1,036	1,060	
<b>Total Current Assets</b>	55,536	62,295	56,892	60,873	67,961	74,583	79,481	82,614	83,728	82,742	79,533	
<b>Non-Current Assets</b>												
Investments	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	
Receivables	997	1,028	1,103	1,176	1,226	1,270	1,305	1,343	1,381	1,420	1,460	
Infrastructure, Property, Plant & Equipment	1,685,251	1,696,019	1,714,641	1,721,410	1,726,329	1,731,296	1,736,311	1,741,381	1,746,505	1,751,683	1,756,913	
Investments Accounted for using the equity method	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	
Investment Property	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	
<b>Total Non-Current Assets</b>	1,737,373	1,748,172	1,766,869	1,773,712	1,778,681	1,783,692	1,788,742	1,793,849	1,799,012	1,804,228	1,809,499	
<b>TOTAL ASSETS</b>	<b>1,792,909</b>	<b>1,810,468</b>	<b>1,823,761</b>	<b>1,834,585</b>	<b>1,846,643</b>	<b>1,858,275</b>	<b>1,868,224</b>	<b>1,876,463</b>	<b>1,882,740</b>	<b>1,886,971</b>	<b>1,889,032</b>	
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	16,535	16,945	16,049	16,445	16,506	16,754	17,010	17,478	17,811	18,096	18,389	
Borrowings	341	938	1,615	1,675	1,603	1,589	1,636	1,708	1,819	1,937	2,063	
Provisions	23,903	24,957	26,087	27,083	28,632	30,253	31,949	33,729	35,593	37,539	39,567	
<b>Total Current Liabilities</b>	40,779	42,839	43,750	45,204	46,741	48,596	50,595	52,915	55,223	57,571	60,018	
<b>Non-Current Liabilities</b>												
Borrowings	1,366	8,428	15,113	13,439	11,835	10,247	8,610	6,903	5,084	3,147	1,084	
Provisions	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	
<b>Total Non-Current Liabilities</b>	4,493	11,555	18,241	16,566	14,963	13,374	11,738	10,030	8,211	6,274	4,211	
<b>TOTAL LIABILITIES</b>	<b>45,272</b>	<b>54,394</b>	<b>61,991</b>	<b>61,770</b>	<b>61,704</b>	<b>61,970</b>	<b>62,333</b>	<b>62,945</b>	<b>63,434</b>	<b>63,845</b>	<b>64,230</b>	
<b>Net Assets</b>	<b>1,747,637</b>	<b>1,756,073</b>	<b>1,761,771</b>	<b>1,772,815</b>	<b>1,784,939</b>	<b>1,796,305</b>	<b>1,805,891</b>	<b>1,813,519</b>	<b>1,819,306</b>	<b>1,823,125</b>	<b>1,824,802</b>	
<b>EQUITY</b>												
Retained Earnings	680,457	688,893	694,591	705,635	717,759	729,125	738,711	746,339	752,126	755,945	757,622	
Revaluation Reserves	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	
Council Equity Interest	1,747,637	1,756,073	1,761,771	1,772,815	1,784,939	1,796,305	1,805,891	1,813,519	1,819,306	1,823,125	1,824,802	
<b>Total Equity</b>	<b>1,747,637</b>	<b>1,756,073</b>	<b>1,761,771</b>	<b>1,772,815</b>	<b>1,784,939</b>	<b>1,796,305</b>	<b>1,805,891</b>	<b>1,813,519</b>	<b>1,819,306</b>	<b>1,823,125</b>	<b>1,824,802</b>	

Fairfield Council  
10 Year Financial Plan for the Years ending 30 June 2024  
KEY PERFORMANCE INDICATORS -  
Scenario: Option 3 - 5%, 4%, 3%, 2%, and 1% over 5 Years

## 10 Year Financial Plan for the years ending 30 June 2023

## 10 Year Financial Plan for the years ending 30 June 2023



Current Year	Projected Years											
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
<div><div></div> Within benchmark (minimum and/or maximum)</div> <div><div></div> Not within benchmark (minimum and/or maximum)</div>												
KEY PERFORMANCE INDICATORS	Operating Surplus/(Deficit) Ratio - on own sourced operating income	<div><div></div>1.11%</div>	<div><div></div>-1.75%</div>	<div><div></div>0.99%</div>	<div><div></div>4.58%</div>	<div><div></div>5.02%</div>	<div><div></div>4.33%</div>	<div><div></div>3.08%</div>	<div><div></div>1.77%</div>	<div><div></div>0.61%</div>	<div><div></div>-0.57%</div>	<div><div></div>-1.79%</div>
	Unrestricted Current Ratio	<div><div></div>2.11</div>	<div><div></div>2.39</div>	<div><div></div>2.01</div>	<div><div></div>2.09</div>	<div><div></div>2.35</div>	<div><div></div>2.55</div>	<div><div></div>2.64</div>	<div><div></div>2.61</div>	<div><div></div>2.50</div>	<div><div></div>2.31</div>	<div><div></div>2.04</div>
	Debt Service Ratio	<div><div></div>1.05%</div>	<div><div></div>0.30%</div>	<div><div></div>0.97%</div>	<div><div></div>1.58%</div>	<div><div></div>1.50%</div>	<div><div></div>1.36%</div>	<div><div></div>1.26%</div>	<div><div></div>1.20%</div>	<div><div></div>1.15%</div>	<div><div></div>1.12%</div>	<div><div></div>1.10%</div>
	Rates & Annual Charges Coverage Ratio	<div><div></div>61.49%</div>	<div><div></div>60.00%</div>	<div><div></div>63.29%</div>	<div><div></div>62.97%</div>	<div><div></div>63.34%</div>	<div><div></div>63.60%</div>	<div><div></div>63.72%</div>	<div><div></div>63.68%</div>	<div><div></div>63.84%</div>	<div><div></div>64.10%</div>	<div><div></div>64.36%</div>
	Rates, Annual Charges, Interest & Extra Charges Outstanding	<div><div></div>3.94%</div>	<div><div></div>3.93%</div>	<div><div></div>3.94%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>
	Building & Infrastructure Renewals Ratio	<div><div></div>88.56%</div>	<div><div></div>87.28%</div>	<div><div></div>84.90%</div>	<div><div></div>83.71%</div>	<div><div></div>83.50%</div>	<div><div></div>83.35%</div>	<div><div></div>83.20%</div>	<div><div></div>83.23%</div>	<div><div></div>83.27%</div>	<div><div></div>83.15%</div>	<div><div></div>83.04%</div>
	Net Financial Liabilities Ratio (Gearing Ratio)	<div><div></div>0.54%</div>	<div><div></div>0.61%</div>	<div><div></div>1.40%</div>	<div><div></div>1.24%</div>	<div><div></div>0.92%</div>	<div><div></div>0.64%</div>	<div><div></div>0.46%</div>	<div><div></div>0.40%</div>	<div><div></div>0.44%</div>	<div><div></div>0.58%</div>	<div><div></div>0.85%</div>
	Net Interest Coverage Ratio	<div><div></div>-2.11%</div>	<div><div></div>-2.06%</div>	<div><div></div>-2.06%</div>	<div><div></div>-1.98%</div>	<div><div></div>-2.07%</div>	<div><div></div>-2.10%</div>	<div><div></div>-2.13%</div>	<div><div></div>-2.33%</div>	<div><div></div>-2.22%</div>	<div><div></div>-2.03%</div>	<div><div></div>-1.87%</div>



## OPTION 4 - SRV 7% in 2014/15 INCOME STATEMENT

10 Year Financial Plan for the years ending 30 June 2023



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

	Current Year	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
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	95,083	99,377	103,758	108,398	111,454	114,568	117,771	121,129	124,584	128,073	131,662
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539
Interest & Investment Revenue	3,400	3,472	4,025	4,596	4,793	4,871	4,919	5,340	5,144	4,737	4,278
Other Revenues	8,749	8,987	9,255	9,523	9,761	9,995	10,235	10,501	10,774	11,033	11,298
Grants & Contributions provided for Operating Purposes	21,358	22,288	22,957	23,622	24,213	24,794	25,389	26,049	26,727	27,368	28,025
Grants & Contributions provided for Capital Purposes	7,149	10,719	4,321	4,157	4,279	4,382	4,487	4,603	4,723	4,836	4,953
Total Income from Continuing Operations	154,620	164,710	164,778	174,352	179,157	183,859	188,656	194,150	199,169	203,918	208,754
Expenses from Continuing Operations											
Employee Benefits & On-Costs	67,442	69,693	71,629	73,778	78,017	82,402	87,024	91,284	95,655	100,221	104,998
Borrowing Costs	132	103	599	1,077	971	867	766	664	560	449	330
Materials & Contracts	22,881	23,665	24,674	26,308	26,902	27,478	28,066	28,726	29,401	30,026	30,663
Depreciation & Amortisation	25,981	30,413	31,639	33,014	33,925	34,724	35,542	36,449	37,380	38,262	39,165
Other Expenses	29,633	31,015	31,972	32,899	32,720	33,540	34,385	36,313	37,507	38,476	39,477
Total Expenses from Continuing Operations	146,070	154,890	160,513	167,076	172,535	179,010	185,783	193,437	200,504	207,434	214,633
Net Operating Result for the Year	8,550	9,820	4,265	7,276	6,622	4,848	2,873	713	(1,335)	(3,516)	(5,879)
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,401	(898)	(55)	3,120	2,343	467	(1,614)	(3,890)	(6,058)	(8,352)	(10,831)

Fairfield Council  
10 Year Financial Plan for the Years ending 30 June 2024  
CASH FLOW STATEMENT -  
Scenario: Option 4 - SRV 7%

OPTION 4 - SRV 7% in 2014/15  
CASH FLOW STATEMENT  
10 Year Financial Plan for the years ending 30 June 2023



	Current Year 2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	94,717	99,201	103,578	108,207	111,328	114,440	117,639	120,991	124,442	127,930	131,515
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,249	25,855	26,527	27,217	27,870	28,539
Interest & Investment Revenue Received	3,695	3,437	4,057	4,596	4,788	4,872	4,928	5,358	5,172	4,775	4,327
Grants & Contributions	28,504	33,007	27,278	27,779	28,492	29,176	29,876	30,653	31,450	32,204	32,977
Other	8,324	8,768	9,124	9,271	9,587	9,824	10,059	10,307	10,575	10,844	11,104
<b>Payments:</b>											
Employee Benefits & On-Costs	(67,462)	(68,601)	(71,712)	(72,781)	(76,469)	(80,781)	(85,328)	(89,505)	(93,791)	(98,275)	(102,970)
Materials & Contracts	(23,628)	(23,345)	(24,411)	(25,991)	(26,861)	(27,265)	(27,846)	(28,312)	(29,113)	(29,780)	(30,409)
Borrowing Costs	(132)	(103)	(599)	(1,077)	(971)	(867)	(766)	(664)	(560)	(449)	(330)
Other	(29,588)	(30,968)	(31,924)	(32,850)	(32,670)	(33,488)	(34,332)	(36,259)	(37,453)	(38,421)	(39,420)
<b>Net Cash provided (or used in) Operating Activities</b>	33,311	41,262	35,854	41,211	41,881	41,159	40,086	39,095	37,940	36,699	35,333
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	-	-	-	-	-	-	-	898	6,273	8,559	11,000
Sale of Infrastructure, Property, Plant & Equipment	931	16,931	931	931	931	931	931	931	931	931	931
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(40,456)	(58,113)	(51,192)	(40,715)	(39,775)	(40,622)	(41,488)	(42,450)	(43,436)	(44,370)	(45,327)
<b>Net Cash provided (or used in) Investing Activities</b>	(39,525)	(41,182)	(50,261)	(39,784)	(38,844)	(39,690)	(40,557)	(40,620)	(36,232)	(34,880)	(33,396)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	-	8,000	8,300	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,368)	(341)	(938)	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	(1,937)
<b>Net Cash Flow provided (used in) Financing Activities</b>	(1,368)	7,659	7,362	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	(1,937)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(7,582)	7,739	(7,044)	(188)	1,362	(134)	(2,060)	(316)	0	0	0
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	11,068	3,486	11,226	4,182	3,994	5,356	5,222	3,161	0	0	0
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>11,226</b>	<b>4,182</b>	<b>3,994</b>	<b>5,356</b>	<b>5,222</b>	<b>3,161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,486</b>	<b>11,226</b>	<b>4,182</b>	<b>3,994</b>	<b>5,356</b>	<b>5,222</b>	<b>3,161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>71,026</b>	<b>78,766</b>	<b>71,722</b>	<b>71,534</b>	<b>72,896</b>	<b>72,762</b>	<b>70,701</b>	<b>66,642</b>	<b>60,369</b>	<b>51,810</b>	<b>40,810</b>
<b>Representing:</b>											
- External Restrictions	44,358	43,167	44,532	45,867	47,202	48,537	49,872	51,207	52,542	53,877	55,212
- Internal Restrictions	25,669	34,199	26,190	24,667	24,694	23,225	19,829	14,435	6,827	(3,067)	(15,402)
- Unrestricted	1,000	1,400	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>71,026</b>	<b>78,766</b>	<b>71,722</b>	<b>71,534</b>	<b>72,896</b>	<b>72,762</b>	<b>70,701</b>	<b>66,642</b>	<b>60,369</b>	<b>51,810</b>	<b>40,810</b>

## OPTION 4 - SRV 7%, in 2014/15 BALANCE SHEET

10 Year Financial Plan for the years ending 30 June 2023



Fairfield Council 10 Year Financial Plan for the Years ending 30 June 2024 BALANCE SHEET - Scenario: Option 4 - SRV 7%											
	Current Year 2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	3,486	11,226	4,182	3,994	5,356	5,222	3,161	-	-	-	-
Investments	4,124	4,124	4,124	4,124	4,124	4,124	4,124	40,577	36,758	31,546	24,849
Receivables	9,480	9,818	10,002	10,347	10,570	10,785	10,997	11,223	11,446	11,646	11,846
Inventories	642	661	687	729	744	758	772	789	805	820	836
Other	804	835	864	902	907	927	948	986	1,013	1,036	1,060
<b>Total Current Assets</b>	<b>55,536</b>	<b>63,665</b>	<b>56,859</b>	<b>57,096</b>	<b>58,701</b>	<b>58,816</b>	<b>57,003</b>	<b>53,575</b>	<b>50,022</b>	<b>45,051</b>	<b>38,591</b>
<b>Non-Current Assets</b>											
Investments	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,064	23,611	20,264	15,961
Receivables	997	1,042	1,088	1,137	1,169	1,201	1,235	1,270	1,306	1,343	1,381
Infrastructure, Property, Plant & Equipment	1,685,251	1,696,019	1,714,641	1,721,410	1,726,329	1,731,296	1,736,311	1,741,381	1,746,505	1,751,683	1,756,913
Investments Accounted for using the equity method	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Investment Property	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710
<b>Total Non-Current Assets</b>	<b>1,737,373</b>	<b>1,748,187</b>	<b>1,766,854</b>	<b>1,773,673</b>	<b>1,778,624</b>	<b>1,783,623</b>	<b>1,788,672</b>	<b>1,793,425</b>	<b>1,796,133</b>	<b>1,797,999</b>	<b>1,798,965</b>
<b>TOTAL ASSETS</b>	<b>1,792,909</b>	<b>1,811,852</b>	<b>1,823,713</b>	<b>1,830,769</b>	<b>1,837,325</b>	<b>1,842,439</b>	<b>1,845,675</b>	<b>1,847,000</b>	<b>1,846,155</b>	<b>1,843,050</b>	<b>1,837,556</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	16,535	16,945	16,049	16,445	16,506	16,754	17,010	17,478	17,811	18,096	18,389
Borrowings	341	938	1,615	1,675	1,603	1,589	1,636	1,708	1,819	1,937	2,063
Provisions	23,903	24,957	26,087	27,083	28,632	30,253	31,949	33,729	35,593	37,539	39,567
<b>Total Current Liabilities</b>	<b>40,779</b>	<b>42,839</b>	<b>43,750</b>	<b>45,204</b>	<b>46,741</b>	<b>48,596</b>	<b>50,595</b>	<b>52,915</b>	<b>55,223</b>	<b>57,571</b>	<b>60,018</b>
<b>Non-Current Liabilities</b>											
Borrowings	1,366	8,428	15,113	13,439	11,835	10,247	8,610	6,903	5,084	3,147	1,084
Provisions	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127
<b>Total Non-Current Liabilities</b>	<b>4,493</b>	<b>11,555</b>	<b>18,241</b>	<b>16,566</b>	<b>14,963</b>	<b>13,374</b>	<b>11,738</b>	<b>10,030</b>	<b>8,211</b>	<b>6,274</b>	<b>4,211</b>
<b>TOTAL LIABILITIES</b>	<b>45,272</b>	<b>54,394</b>	<b>61,991</b>	<b>61,770</b>	<b>61,704</b>	<b>61,970</b>	<b>62,333</b>	<b>62,945</b>	<b>63,434</b>	<b>63,845</b>	<b>64,230</b>
<b>Net Assets</b>	<b>1,747,637</b>	<b>1,757,457</b>	<b>1,761,723</b>	<b>1,768,999</b>	<b>1,775,621</b>	<b>1,780,469</b>	<b>1,783,343</b>	<b>1,784,056</b>	<b>1,782,721</b>	<b>1,779,205</b>	<b>1,773,326</b>
<b>EQUITY</b>											
Retained Earnings	680,457	690,277	694,543	701,819	708,441	713,289	716,163	716,876	715,541	712,025	706,146
Revaluation Reserves	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180
Council Equity Interest	1,747,637	1,757,457	1,761,723	1,768,999	1,775,621	1,780,469	1,783,343	1,784,056	1,782,721	1,779,205	1,773,326
<b>Total Equity</b>	<b>1,747,637</b>	<b>1,757,457</b>	<b>1,761,723</b>	<b>1,768,999</b>	<b>1,775,621</b>	<b>1,780,469</b>	<b>1,783,343</b>	<b>1,784,056</b>	<b>1,782,721</b>	<b>1,779,205</b>	<b>1,773,326</b>

Fairfield Council  
10 Year Financial Plan for the Years ending 30 June 2024  
KEY PERFORMANCE INDICATORS -  
Scenario: Option 4 - SRV 7%

OPTION 4 - SRV 7%, in 2014/15s  
KEY PERFORMANCE INDICATORS  
10 Year Financial Plan for the years ending 30 June 2023



	Current Year 2013/14	Projected Years										
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
<div><div></div> Within benchmark (minimum and/or maximum)</div> <div><div></div> Not within benchmark (minimum and/or maximum)</div>												
KEY PERFORMANCE INDICATORS												
Operating Surplus/(Deficit) Ratio - on own sourced operating income	<div><div></div>1.11%</div>	<div><div></div>-0.68%</div>	<div><div></div>-0.04%</div>	<div><div></div>2.13%</div>	<div><div></div>1.56%</div>	<div><div></div>0.30%</div>	<div><div></div>-1.02%</div>	<div><div></div>-2.38%</div>	<div><div></div>-3.61%</div>	<div><div></div>-4.86%</div>	<div><div></div>-6.16%</div>	
Unrestricted Current Ratio	<div><div></div>2.11</div>	<div><div></div>2.46</div>	<div><div></div>2.01</div>	<div><div></div>1.89</div>	<div><div></div>1.88</div>	<div><div></div>1.76</div>	<div><div></div>1.55</div>	<div><div></div>1.25</div>	<div><div></div>0.87</div>	<div><div></div>0.42</div>	<div><div></div>-0.10</div>	
Debt Service Ratio	<div><div></div>1.05%</div>	<div><div></div>0.30%</div>	<div><div></div>0.98%</div>	<div><div></div>1.62%</div>	<div><div></div>1.55%</div>	<div><div></div>1.41%</div>	<div><div></div>1.31%</div>	<div><div></div>1.24%</div>	<div><div></div>1.19%</div>	<div><div></div>1.17%</div>	<div><div></div>1.14%</div>	
Rates & Annual Charges Coverage Ratio	<div><div></div>61.49%</div>	<div><div></div>60.33%</div>	<div><div></div>62.97%</div>	<div><div></div>62.17%</div>	<div><div></div>62.21%</div>	<div><div></div>62.31%</div>	<div><div></div>62.43%</div>	<div><div></div>62.39%</div>	<div><div></div>62.55%</div>	<div><div></div>62.81%</div>	<div><div></div>63.07%</div>	
Rates, Annual Charges, Interest & Extra Charges Outstanding	<div><div></div>3.94%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	<div><div></div>3.93%</div>	
Building & Infrastructure Renewals Ratio	<div><div></div>88.56%</div>	<div><div></div>87.28%</div>	<div><div></div>84.90%</div>	<div><div></div>83.71%</div>	<div><div></div>83.50%</div>	<div><div></div>83.35%</div>	<div><div></div>83.20%</div>	<div><div></div>83.23%</div>	<div><div></div>83.27%</div>	<div><div></div>83.15%</div>	<div><div></div>83.04%</div>	
Net Financial Liabilities Ratio (Gearing Ratio)	<div><div></div>0.54%</div>	<div><div></div>0.53%</div>	<div><div></div>1.41%</div>	<div><div></div>1.45%</div>	<div><div></div>1.43%</div>	<div><div></div>1.51%</div>	<div><div></div>1.70%</div>	<div><div></div>2.01%</div>	<div><div></div>2.43%</div>	<div><div></div>2.98%</div>	<div><div></div>3.65%</div>	
Net Interest Coverage Ratio	<div><div></div>-2.11%</div>	<div><div></div>-2.05%</div>	<div><div></div>-2.08%</div>	<div><div></div>-2.02%</div>	<div><div></div>-2.13%</div>	<div><div></div>-2.18%</div>	<div><div></div>-2.20%</div>	<div><div></div>-2.41%</div>	<div><div></div>-2.30%</div>	<div><div></div>-2.10%</div>	<div><div></div>-1.89%</div>	



## OPTION 5 - SRV 7% in 2014/15 with intervention from 2018/19

### INCOME STATEMENT

10 Year Financial Plan for the years ending 30 June 2023



Fairfield Council

June 2024

#### INCOME STATEMENT -

Scenario: Option 5 - SRV 7% - Intervention from

	Current Year	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>Income from Continuing Operations</b>											
Revenue:											
Rates & Annual Charges	95,083	99,377	103,758	108,398	111,454	115,225	119,138	123,274	127,468	131,727	136,129
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,395	26,156	26,999	27,849	28,668	29,511
Interest & Investment Revenue	3,400	3,472	4,025	4,596	4,793	4,871	4,919	5,340	5,144	4,737	4,278
Other Revenues	8,749	8,987	9,255	9,523	9,761	10,053	10,354	10,688	11,025	11,349	11,682
Grants & Contributions provided for Operating Purposes	21,358	22,288	22,957	23,622	24,213	24,937	25,685	26,512	27,347	28,151	28,979
Grants & Contributions provided for Capital Purposes	7,149	10,719	4,321	4,157	4,279	4,407	4,539	4,685	4,833	4,975	5,121
<b>Total Income from Continuing Operations</b>	<b>154,620</b>	<b>164,710</b>	<b>164,778</b>	<b>174,352</b>	<b>179,157</b>	<b>184,888</b>	<b>190,792</b>	<b>197,498</b>	<b>203,666</b>	<b>209,606</b>	<b>215,700</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	67,442	69,693	71,629	73,778	78,018	81,915	85,990	89,627	93,391	97,299	101,357
Borrowing Costs	132	103	599	1,077	971	867	766	664	560	449	330
Materials & Contracts	22,881	23,665	24,674	26,308	26,902	27,312	27,725	28,197	28,696	29,141	29,589
Depreciation & Amortisation	25,981	30,413	31,639	33,014	33,925	34,524	35,130	35,806	36,520	37,177	37,842
Other Expenses	29,633	31,015	31,972	32,899	32,720	33,337	33,967	35,658	36,631	37,369	38,123
<b>Total Expenses from Continuing Operations</b>	<b>146,070</b>	<b>154,890</b>	<b>160,513</b>	<b>167,076</b>	<b>172,536</b>	<b>177,954</b>	<b>183,578</b>	<b>189,953</b>	<b>195,798</b>	<b>201,434</b>	<b>207,242</b>
<b>Net Operating Result for the Year</b>	<b>8,550</b>	<b>9,820</b>	<b>4,265</b>	<b>7,276</b>	<b>6,621</b>	<b>6,934</b>	<b>7,214</b>	<b>7,544</b>	<b>7,868</b>	<b>8,172</b>	<b>8,458</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,401</b>	<b>(898)</b>	<b>(55)</b>	<b>3,119</b>	<b>2,342</b>	<b>2,527</b>	<b>2,675</b>	<b>2,859</b>	<b>3,035</b>	<b>3,197</b>	<b>3,337</b>

Fairfield Council  
10 Year Financial Plan for the Years ending 30 June 2024  
CASH FLOW STATEMENT -  
Scenario: Option 5 - SRV 7% - Intervention from 2018/19

OPTION 5 - SRV 7% in 2014/15 with intervention from 2018/19  
CASH FLOW STATEMENT  
10 Year Financial Plan for the years ending 30 June 2023



	Current Year 2013/14 \$'000	Projected Years									
		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
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	94,717	99,201	103,578	108,207	111,328	115,070	118,977	123,104	127,296	131,551	135,948
User Charges & Fees	18,882	19,867	20,463	24,056	24,657	25,395	26,156	26,999	27,849	28,668	29,511
Interest & Investment Revenue Received	3,695	3,437	4,057	4,596	4,788	4,911	4,911	5,331	5,136	4,729	4,270
Grants & Contributions	28,504	33,007	27,278	27,779	28,492	29,344	30,224	31,197	32,180	33,126	34,100
Other	8,324	8,768	9,124	9,271	9,587	9,840	10,134	10,445	10,779	11,112	11,439
<b>Payments:</b>											
Employee Benefits & On-Costs	(67,462)	(68,601)	(71,712)	(72,781)	(76,470)	(80,312)	(84,331)	(87,907)	(91,605)	(95,453)	(99,450)
Materials & Contracts	(23,628)	(23,345)	(24,411)	(25,991)	(26,861)	(27,152)	(27,562)	(27,844)	(28,466)	(28,955)	(29,399)
Borrowing Costs	(132)	(103)	(599)	(1,077)	(971)	(867)	(766)	(664)	(560)	(449)	(330)
Other	(29,588)	(30,968)	(31,924)	(32,850)	(32,670)	(33,285)	(33,915)	(35,606)	(36,578)	(37,314)	(38,069)
<b>Net Cash provided (or used in) Operating Activities</b>	33,311	41,262	35,854	41,211	41,879	42,896	43,830	45,054	46,032	47,015	48,020
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	931	16,931	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(40,456)	(58,113)	(51,192)	(40,715)	(39,775)	(40,622)	(41,488)	(42,450)	(43,436)	(44,370)	(45,327)
<b>Net Cash provided (or used in) Investing Activities</b>	(39,525)	(41,182)	(50,261)	(39,784)	(38,844)	(39,690)	(40,557)	(41,518)	(42,505)	(43,439)	(44,396)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	-	8,000	8,300	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings & Advances	(1,368)	(341)	(938)	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	(1,937)
<b>Net Cash Flow provided (used in) Financing Activities</b>	(1,368)	7,659	7,362	(1,615)	(1,675)	(1,603)	(1,589)	(1,636)	(1,708)	(1,819)	(1,937)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(7,582)	7,739	(7,044)	(188)	1,361	1,603	1,684	1,900	1,820	1,758	1,687
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	11,068	3,486	11,226	4,182	3,994	5,355	6,957	8,642	10,541	12,361	14,118
<b>Cash &amp; Cash Equivalents - end of the year</b>	3,486	11,226	4,182	3,994	5,355	6,957	8,642	10,541	12,361	14,118	15,806
<b>Cash &amp; Cash Equivalents - end of the year</b>											
Cash & Cash Equivalents - end of the year	3,486	11,226	4,182	3,994	5,355	6,957	8,642	10,541	12,361	14,118	15,806
Investments - end of the year	67,540	67,540	67,540	67,540	67,540	67,540	67,540	67,540	67,540	67,540	67,540
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	71,026	78,766	71,722	71,534	72,895	74,497	76,182	78,081	79,901	81,658	83,346
<b>Representing:</b>											
- External Restrictions	44,358	43,167	44,532	45,867	47,202	48,537	49,872	51,207	52,542	53,877	55,212
- Internal Restrictions	25,669	34,199	26,190	24,667	24,693	24,961	25,310	25,874	26,359	26,781	27,134
- Unrestricted	1,000	1,400	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Net Cash provided (or used in) Operating Activities</b>	71,026	78,766	71,722	71,534	72,895	74,497	76,182	78,081	79,901	81,658	83,346

## OPTION 5 - SRV 7% in 2014/15 with intervention from 2018/19

### BALANCE SHEET

10 Year Financial Plan for the years ending 30 June 2023



Fairfield Council 10 Year Financial Plan for the Years ending 30 June 2024											
BALANCE SHEET - Scenario: Option 5 - SRV 7% - Intervention from 2018/19											Current Year 2013/14 \$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,486	11,226	4,182	3,994	5,355	6,957	8,642	10,541	12,361	14,118	15,806
Investments	41,124	41,124	41,124	41,124	41,124	41,124	41,124	41,124	41,124	41,124	41,124
Receivables	9,480	9,818	10,002	10,347	10,570	10,855	11,151	11,477	11,806	12,126	12,457
Inventories	642	661	687	729	744	754	763	774	786	797	807
Other	804	835	864	902	907	922	937	968	990	1,007	1,024
<b>Total Current Assets</b>	<b>55,536</b>	<b>63,665</b>	<b>56,859</b>	<b>57,096</b>	<b>58,700</b>	<b>60,612</b>	<b>62,617</b>	<b>64,885</b>	<b>67,066</b>	<b>69,172</b>	<b>71,218</b>
Non-Current Assets											
Investments	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416
Receivables	997	1,042	1,088	1,137	1,169	1,208	1,249	1,293	1,337	1,381	1,427
Infrastructure, Property, Plant & Equipment	1,685,251	1,696,019	1,714,641	1,721,410	1,726,329	1,731,496	1,736,922	1,742,634	1,748,619	1,754,881	1,761,435
Investments Accounted for using the equity method	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Investment Property	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710	20,710
<b>Total Non-Current Assets</b>	<b>1,737,373</b>	<b>1,748,187</b>	<b>1,766,854</b>	<b>1,773,673</b>	<b>1,778,624</b>	<b>1,783,830</b>	<b>1,789,297</b>	<b>1,795,053</b>	<b>1,801,081</b>	<b>1,807,388</b>	<b>1,813,988</b>
<b>TOTAL ASSETS</b>	<b>1,792,909</b>	<b>1,811,852</b>	<b>1,823,713</b>	<b>1,830,769</b>	<b>1,837,324</b>	<b>1,844,442</b>	<b>1,851,914</b>	<b>1,859,938</b>	<b>1,868,148</b>	<b>1,876,560</b>	<b>1,885,206</b>
LIABILITIES											
Current Liabilities											
Payables	16,535	16,945	16,049	16,445	16,506	16,691	16,879	17,275	17,538	17,752	17,969
Borrowings	341	938	1,615	1,675	1,603	1,589	1,636	1,708	1,819	1,937	2,063
Provisions	23,903	24,957	26,087	27,083	28,632	30,235	31,893	33,614	35,400	37,246	39,153
<b>Total Current Liabilities</b>	<b>40,779</b>	<b>42,839</b>	<b>43,750</b>	<b>45,204</b>	<b>46,741</b>	<b>48,515</b>	<b>50,409</b>	<b>52,596</b>	<b>54,757</b>	<b>56,934</b>	<b>59,185</b>
Non-Current Liabilities											
Borrowings	1,366	8,428	15,113	13,439	11,835	10,247	8,610	6,903	5,084	3,147	1,084
Provisions	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127	3,127
<b>Total Non-Current Liabilities</b>	<b>4,493</b>	<b>11,555</b>	<b>18,241</b>	<b>16,566</b>	<b>14,963</b>	<b>13,374</b>	<b>11,738</b>	<b>10,030</b>	<b>8,211</b>	<b>6,274</b>	<b>4,211</b>
<b>TOTAL LIABILITIES</b>	<b>45,272</b>	<b>54,394</b>	<b>61,991</b>	<b>61,770</b>	<b>61,704</b>	<b>61,889</b>	<b>62,147</b>	<b>62,626</b>	<b>62,968</b>	<b>63,209</b>	<b>63,396</b>
<b>Net Assets</b>	<b>1,747,637</b>	<b>1,757,457</b>	<b>1,761,723</b>	<b>1,768,999</b>	<b>1,775,620</b>	<b>1,782,553</b>	<b>1,789,767</b>	<b>1,797,312</b>	<b>1,805,179</b>	<b>1,813,351</b>	<b>1,821,810</b>
EQUITY											
Retained Earnings	680,457	690,277	694,543	701,819	708,440	715,373	722,587	730,132	737,999	746,171	754,630
Revaluation Reserves	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180	1,067,180
Council Equity Interest	1,747,637	1,757,457	1,761,723	1,768,999	1,775,620	1,782,553	1,789,767	1,797,312	1,805,179	1,813,351	1,821,810
<b>Total Equity</b>	<b>1,747,637</b>	<b>1,757,457</b>	<b>1,761,723</b>	<b>1,768,999</b>	<b>1,775,620</b>	<b>1,782,553</b>	<b>1,789,767</b>	<b>1,797,312</b>	<b>1,805,179</b>	<b>1,813,351</b>	<b>1,821,810</b>

