

Appendix A – Long Term Financial Model



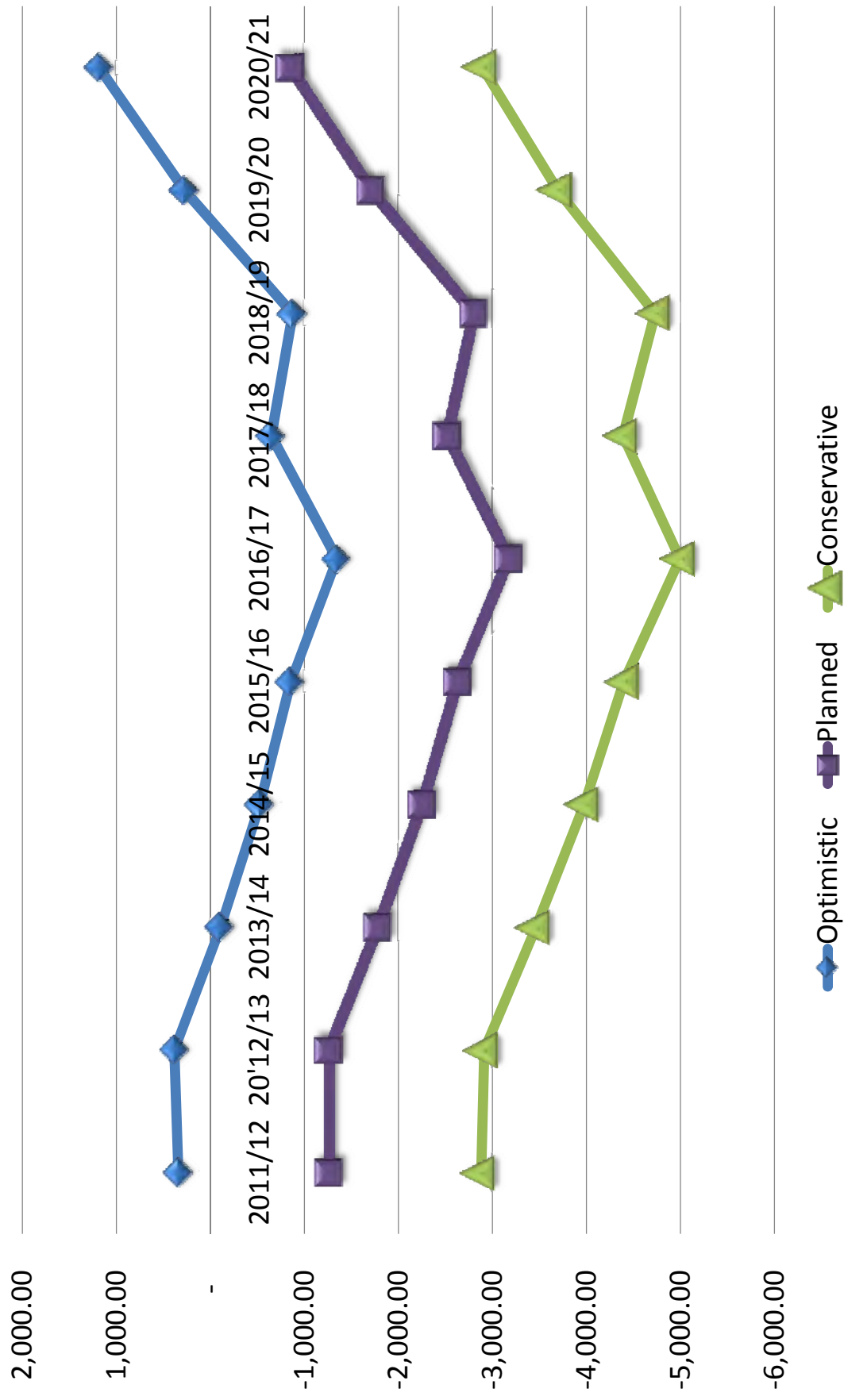
Long Term Financial Plan - Scenario 1
Consolidated Council Report

OPERATIONS FROM ORDINARY ACTIVITIES											
Base Year	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Operating Revenue											
Rates & Annual Charges	90,266.2	92,621.2	95,539.2	98,705.1	102,436.3	106,325.9	110,459.6	114,773.4	119,254.8	123,962.8	128,957.6
User Charges & Fees	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9
Fees for Commercially Available Services	29,113.1	29,544.4	30,230.8	30,851.7	31,498.3	32,171.5	32,872.7	33,603.0	34,363.9	35,156.7	35,982.8
Interest Income	3,716.1	3,150.9	3,191.7	3,256.2	3,273.1	3,288.9	3,305.9	3,323.6	3,341.9	3,361.2	3,381.9
Other Operating Revenues	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	1,607.9	1,607.9	1,607.9	1,607.9
Operating Grants	24,254.3	20,560.1	20,859.5	20,129.0	20,446.1	20,772.5	21,115.0	21,467.5	21,830.3	22,203.6	22,594.9
Operating Contributions	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7
Profit on Sale of Assets	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)
TOTAL OPERATING REVENUE 155,104.1 153,631.0 157,575.4 160,696.4 165,408.1 170,313.1 175,507.5 180,161.8 185,785.1 191,678.5 197,911.5											
Operating Expenditure											
Employee Costs	(69,910.4)	(72,025.8)	(73,898.8)	(77,333.6)	(81,109.6)	(84,952.4)	(89,456.0)	(93,882.3)	(98,093.8)	(102,363.1)	(106,804.5)
Employee Costs - ELE	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)
Interest Charges	(3,906.2)	(4,028.9)	(3,866.7)	(3,679.6)	(3,478.7)	(3,269.1)	(3,040.1)	(2,837.8)	(2,644.6)	(2,551.5)	(2,336.3)
Depreciation & Amortisation	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)
Materials	(25,063.5)	(25,418.3)	(27,043.6)	(26,342.9)	(27,040.0)	(27,447.6)	(28,186.2)	(28,126.7)	(28,764.7)	(29,511.0)	(30,341.8)
Contracts	(24,946.7)	(24,685.7)	(24,648.7)	(24,648.7)	(24,649.8)	(24,650.9)	(24,652.0)	(24,652.0)	(24,653.2)	(24,654.4)	(24,655.6)
Other Operating Expenses	(14,750.6)	(14,786.4)	(14,815.5)	(15,183.4)	(15,575.0)	(15,989.3)	(16,428.0)	(16,893.0)	(17,386.3)	(17,910.2)	(18,467.1)
Other Expenses - Internal Charges	279.2	529.2	546.2	546.2	546.2	296.2	296.2	296.2	296.2	296.2	296.2
TOTAL EXPENDITURE (166,461.6) (168,579.2) (171,890.4) (174,805.2) (179,469.2) (184,175.3) (189,628.3) (194,258.9) (199,409.6) (204,857.3) (210,472.4)											
Operating Result before Capital Grants & Contributions (11,357.5) (14,948.2) (14,315.0) (14,108.8) (14,061.0) (13,862.3) (14,120.8) (14,097.0) (13,624.5) (13,178.8) (12,560.9)											
Capital Grants and Contributions 5,370.2 12,186.4 19,409.9 10,842.6 7,195.0 8,488.3 10,451.5 10,447.5 14,342.7 15,637.3 3,864.4											
OPERATING RESULT (5,987.4) (2,761.8) 5,094.9 (3,266.2) (6,866.1) (5,374.0) (3,669.2) (3,649.6) 718.1 2,458.5 (8,696.6)											

Long Term Financial Plan - Scenario 1
Consolidated Council Report

FUNDING STATEMENT (Source & Application)		Base Year	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Add back non funded Expenses - Depreciation		26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1
		2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2
Add back non funded Expenses - ELE		2,830.5	8,752.3	4,749.3	5,367.3	6,802.3	2,342.3	2,342.3	2,342.3	2,342.3	2,342.3	2,342.3
Funds Received from Sales of Assets		4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4
Loans Received												
3803 - Budget Surplus		18.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Funds Transferred (to) / from Reserves held		5,665.9	14,748.4	53,862.2	(2,705.2)	93,399.8	(3,896.5)	(6,386.3)	(6,515.1)	(10,555.1)	(12,927.5)	56,049.6
Net Fund Available		35,049.0	53,260.5	96,228.1	31,917.6	125,857.7	25,593.4	24,808.4	24,699.2	25,027.0	24,394.9	82,217.0
Application of Funds												
Asset Acquired (non current)		(28,306.9)	(46,794.3)	(89,386.7)	(25,170.5)	(119,568.0)	(19,254.9)	(19,103.0)	(19,208.6)	(19,230.7)	(19,200.3)	(76,858.3)
Loan Repayments Made		(6,742.1)	(7,733.4)	(8,105.5)	(8,530.3)	(8,540.6)	(8,963.5)	(8,872.6)	(8,007.5)	(8,596.9)	(6,905.4)	(6,244.0)
Total Application		(35,049.0)	(54,527.7)	(97,492.1)	(33,700.8)	(128,108.6)	(28,218.4)	(27,975.6)	(27,216.1)	(27,827.6)	(26,105.7)	(83,102.4)
Net Cost funded from Rates & Other Income		0.0	(1,267.2)	(1,264.1)	(1,783.2)	(2,250.9)	(2,625.0)	(3,167.2)	(2,516.9)	(2,800.6)	(1,710.8)	(885.4)

Long Term Financial Plan - Scenario 1



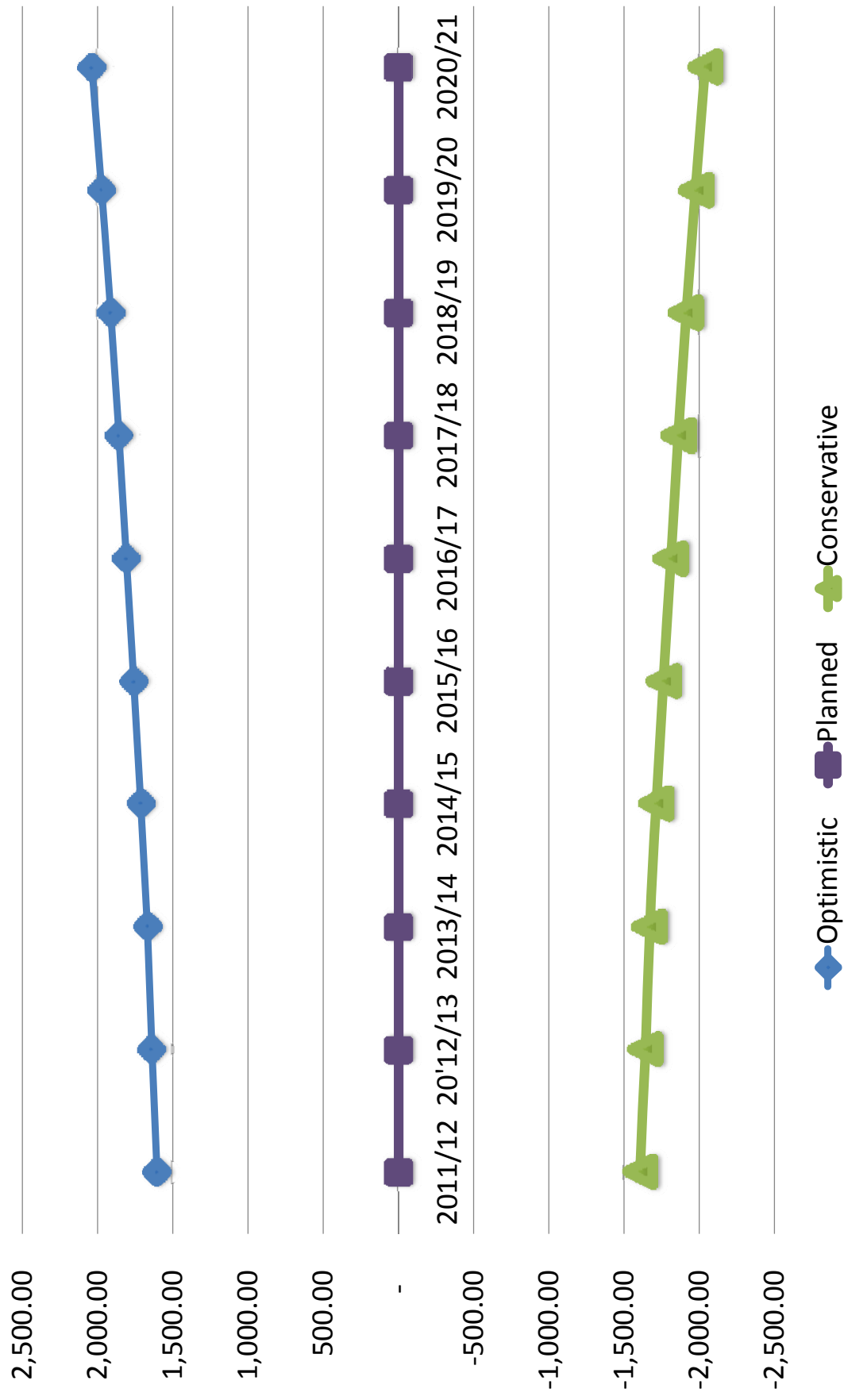
Long Term Financial Plan - Scenario 2
Consolidated Council Report

OPERATIONS FROM ORDINARY ACTIVITIES											
Base Year	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Operating Revenue											
Rates & Annual Charges	90,266.2	92,621.2	95,539.2	98,705.1	102,436.3	106,325.9	110,459.6	114,773.4	119,254.8	123,962.8	128,957.6
User Charges & Fees	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9
Fees for Commercially Available Services	29,113.1	29,529.7	30,216.1	30,837.0	31,483.6	32,156.8	32,858.0	33,588.3	34,349.2	35,142.0	35,968.1
Interest Income	3,716.1	3,150.9	3,191.7	3,256.2	3,273.1	3,288.9	3,305.9	3,323.6	3,341.9	3,361.2	3,381.9
Other Operating Revenues	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	1,607.9	1,607.9	1,607.9	1,607.9
Operating Grants	24,254.3	20,560.1	20,859.5	20,129.0	20,446.1	20,772.5	21,115.0	21,467.5	21,830.3	22,203.6	22,594.9
Operating Contributions	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7
Profit on Sale of Assets	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)
TOTAL OPERATING REVENUE 155,104.1 153,616.3 157,560.7 160,681.7 165,393.4 170,298.4 175,492.8 180,147.1 185,770.4 191,663.8 197,896.8											
Operating Expenditure											
Employee Costs	(69,910.4)	(71,807.5)	(73,673.8)	(77,101.6)	(80,870.3)	(84,705.5)	(89,201.2)	(93,619.3)	(97,822.3)	(102,082.7)	(106,514.9)
Employee Costs - ELE	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)
Interest Charges	(3,906.2)	(4,028.9)	(3,866.7)	(3,679.6)	(3,478.7)	(3,269.1)	(3,040.1)	(2,837.8)	(2,644.6)	(2,551.5)	(2,336.3)
Depreciation & Amortisation	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)
Materials	(25,063.5)	(24,609.9)	(26,216.7)	(25,035.7)	(25,244.3)	(25,317.5)	(25,494.0)	(26,125.4)	(26,460.8)	(28,338.6)	(29,977.0)
Contracts	(24,946.7)	(24,665.0)	(24,628.0)	(24,628.0)	(24,628.0)	(24,629.1)	(24,630.2)	(24,631.3)	(24,632.5)	(24,633.7)	(24,634.9)
Other Operating Expenses	(14,750.6)	(14,666.9)	(14,694.3)	(15,060.4)	(15,450.1)	(15,862.4)	(16,298.8)	(16,761.4)	(17,252.1)	(17,773.2)	(18,327.1)
Other Expenses - Internal Charges	279.2	529.2	546.2	546.2	546.2	296.2	296.2	296.2	296.2	296.2	296.2
TOTAL EXPENDITURE (166,461.6) (167,412.3) (170,696.6) (173,122.3) (177,288.6) (181,650.7) (186,531.4) (191,842.3) (196,679.4) (203,246.9) (209,657.3)											
Operating Result before Capital Grants & Contributions (11,357.5) (13,796.0) (13,135.9) (12,440.7) (11,895.2) (11,352.4) (11,038.6) (11,695.2) (10,909.0) (11,583.0) (11,760.5)											
Capital Grants and Contributions 5,370.2 12,186.4 19,409.9 10,842.6 7,195.0 8,488.3 10,451.5 10,447.5 14,342.7 15,637.3 3,864.4											
OPERATING RESULT (5,987.4) (1,609.6) 6,274.0 (1,598.0) (4,700.2) (2,864.1) (587.1) (1,247.7) 3,433.7 4,054.3 (7,896.1)											

Long Term Financial Plan - Scenario 2 Consolidated Council Report

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Long Term Financial Plan - Scenario 2



Long Term Financial Plan - Scenario 3
Consolidated Council Report

OPERATIONS FROM ORDINARY ACTIVITIES											
Base Year	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Operating Revenue											
Rates & Annual Charges	90,266.2	95,284.1	99,165.6	104,500.8	110,145.0	114,265.8	118,637.8	123,196.9	127,930.9	132,899.3	138,162.2
User Charges & Fees	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9	3,796.9
Fees for Commercially Available Services	29,113.1	29,529.7	30,216.1	30,837.0	31,483.6	32,156.8	32,858.0	33,588.3	34,349.2	35,142.0	35,968.1
Interest Income	3,716.1	3,162.8	3,208.2	3,282.7	3,308.3	3,325.1	3,343.2	3,362.0	3,381.5	3,402.0	3,423.9
Other Operating Revenues	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	2,367.9	1,607.9	1,607.9	1,607.9	1,607.9
Operating Grants	24,254.3	20,560.1	20,859.5	20,129.0	20,446.1	20,772.5	21,115.0	21,467.5	21,830.3	22,203.6	22,594.9
Operating Contributions	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7	2,051.7
Profit on Sale of Assets	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)	(462.2)
TOTAL OPERATING REVENUE 155,104.1 156,291.0 161,203.7 166,503.9 173,137.3 178,274.5 183,708.3 188,609.0 194,486.2 200,641.1 207,143.4											
Operating Expenditure											
Employee Costs	(69,910.4)	(71,807.5)	(73,673.8)	(77,101.6)	(80,870.3)	(84,705.5)	(89,201.2)	(93,619.3)	(97,822.3)	(102,082.7)	(106,514.9)
Employee Costs - ELE	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)	(2,162.2)
Interest Charges	(3,906.2)	(4,028.9)	(4,017.7)	(3,975.6)	(3,751.6)	(3,517.0)	(3,260.9)	(3,029.3)	(2,804.4)	(2,677.2)	(2,370.1)
Depreciation & Amortisation	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)	(26,001.1)
Materials	(25,063.5)	(26,205.3)	(27,891.2)	(27,580.5)	(28,206.6)	(28,601.9)	(29,267.0)	(29,192.6)	(29,754.2)	(30,483.0)	(31,234.7)
Contracts	(24,946.7)	(24,665.0)	(24,628.0)	(24,628.0)	(24,629.1)	(24,630.2)	(24,631.3)	(24,632.5)	(24,633.7)	(24,634.9)	(24,634.9)
Other Operating Expenses	(14,750.6)	(14,666.9)	(15,022.5)	(15,398.5)	(15,798.4)	(16,221.1)	(16,668.3)	(17,141.9)	(17,644.1)	(18,176.9)	(18,742.9)
Other Expenses - Internal Charges	279.2	529.2	546.2	546.2	546.2	296.2	296.2	296.2	296.2	296.2	296.2
TOTAL EXPENDITURE (166,461.6) (169,007.7) (172,850.4) (176,301.2) (180,872.0) (185,541.6) (190,894.6) (195,481.5) (200,524.6) (205,920.6) (211,364.6)											
Operating Result before Capital Grants & Contributions (11,357.5) (12,716.7) (11,646.6) (9,797.3) (7,734.7) (7,267.1) (7,186.3) (6,872.5) (6,038.4) (5,279.5) (4,221.3)											
Capital Grants and Contributions	5,370.2	12,186.4	19,409.9	10,842.6	7,195.0	8,488.3	10,451.5	10,447.5	14,342.7	15,637.3	3,864.4
OPERATING RESULT (5,987.4) (530.3) 7,763.3 1,045.3 (539.7) 1,221.2 3,265.2 3,575.0 8,304.3 10,357.8 (356.9)											

Long Term Financial Plan - Scenario 3
Consolidated Council Report

FUNDING STATEMENT (Source & Application)		Base Year	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Add back non funded Expenses - Depreciation		26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1	26,001.1
		2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2	2,162.2
Add back non funded Expenses - ELE		2,830.5	8,752.3	4,749.3	5,367.3	6,802.3	2,342.3	2,342.3	2,342.3	2,342.3	2,342.3	2,342.3
Funds Received from Sales of Assets		4,358.4	6,358.4	6,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4	4,358.4
Loans Received												
3803 - Budget Surplus		18.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Funds Transferred (to) / from Reserves held		5,665.9	14,754.1	53,836.1	(2,239.5)	92,924.3	(3,851.3)	(6,401.3)	(6,500.1)	(10,570.1)	(12,912.5)	55,745.4
Net Fund Available		35,049.0	57,497.7	100,870.3	36,694.8	131,708.5	32,233.9	31,727.8	31,938.8	32,598.1	32,309.2	90,252.4
Application of Funds												
Asset Acquired (non current)		(28,306.9)	(49,764.3)	(92,626.7)	(27,878.8)	(122,859.0)	(22,545.9)	(22,394.1)	(22,499.7)	(22,521.7)	(22,491.4)	(80,149.4)
Loan Repayments Made		(6,742.1)	(7,733.4)	(8,243.7)	(8,816.0)	(8,849.5)	(9,297.4)	(9,233.5)	(8,397.7)	(9,018.7)	(7,361.4)	(6,499.4)
Total Application		(35,049.0)	(57,497.7)	(100,870.3)	(36,694.8)	(131,708.5)	(31,843.3)	(31,627.6)	(30,897.3)	(31,540.5)	(29,852.8)	(86,648.8)
Net Cost funded from Rates & Other Income		0.0	0.0	0.0	0.0	0.0	390.5	100.2	1,041.5	1,057.7	2,456.4	3,603.6

Long Term Financial Plan - Scenario 3

