



PortAugusta

CITY COUNCIL

LONG TERM FINANCIAL PLAN 2011/2012 – 2020/2021



Port Augusta

CITY COUNCIL

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1. Long Term Financial Planning

1.1 Purpose

The purpose of a Long Term Financial Plan (LTFP) is to provide Council with 10 year financial information based on it's current and known future policies and strategies.

The LTFP is derived from the current Strategic Plan, Annual Budget and Business Plans. It is a high level plan and is not intended to provide low level detail of expenditures in specific programs and operational areas. The Plan is a forward view of how current policy and strategies will impact the future financial position of the Council.

A major driver for long term financial planning is financial sustainability; both in terms of service delivery and attention to the Council's asset base. Council provides a wide and diverse range of services, many of which are not normally provided by local government. The LTFP predicates maintain all existing services.

1.2 Principles

The Local Government Act 1999 requires councils to prepare strategic management plans including an annual business plan and long term financial plan.

Pursuant to Section 122(1a) Council must prepare a long term financial plan for a period of at least 10 years.

The Long Term Financial Plan must include:-

- (a) Estimated financial statements with respect to the period of the long term financial plan, which must be presented, other than notes and other explanatory documentation, in a manner consistent with the Model Financial Statements; and
- (b) A summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and
- (c) Estimates with respect to an operating surplus ratio, a net financial liabilities ratio and an asset sustainability ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

The first projected year of the LTFP is 2012/2013, consistent with the Annual Budget adopted for the current 2011/2012 financial year.

The LTFP predicates that council intends to maintain the existing asset base in a sustainable manner. It also assumes that Council intends to maintain existing programs and current service levels.

1.3 CEO Statement on Financial Sustainability

The City Manager must certify to the Auditor that the Council is financially sustainable. The LTFP should provide a sense of surety of Council's current and future financial position.

With the revaluation of Council's asset base in 2011, Depreciation (asset consumption) charges increased by over \$3M. This has created an initial operating deficit of around \$4M. The long term plan, will provide for this deficit to be reduced

over the next ten years; at which point the Council will begin to operate in surplus. In simple terms, this means that in ten years, Council will be raising the necessary revenue to better service asset consumption, with the capacity to allocate more funds to asset renewal. In the long term there should also be less of a reliance on loan funds to fund the annual capital works program.

2. Impacts upon the Current Planning Environment

2.1 The Planning Period

The LTFP is for a ten year period. Much of the funding data for capital works in the LTFP is drawn from the Infrastructure Asset Management Plan (IAMP). Due to the long lived nature of many council assets the IAMP has considered a twenty to thirty year time frame.

2.2 Depreciation

Depreciation costs are a measure of the level at which Council's asset base is being consumed. Depreciation levels are directly related to the value of the asset base and dependent on the type of asset and its life.

To achieve sustainability, Council should be renewing its existing asset base (via capital expenditure) at the same level as the asset base is being depreciated .

Large operating deficits are not sustainable in the long term and the LTFP will provide a sense of how much the operating deficit can be reduced over the long term (<10 years).

2.3 Accounting Standards

The council must produce a general purpose financial report annually that has been prepared in accordance with Australian Accounting Standards, Australian Accounting Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board. This report is externally audited.

2.4 Presentation of Council Budgets

The Annual Budget and Long Term Financial Plan are required to be summarised in a similar format to that in the annual financial statements. The Comprehensive Income Statement describes revenues and expenses by type. As Council considers its budget by function or program, the LTFP is derived from Council's existing budget and is then summarised and linked to the annual financial report format.

2.5 Olympic Dam Expansion

It is difficult to quantify the impact of the Olympic Dam expansion on the City in the 10 year period of the LTFP. It is certain that there will be an impact in terms of service delivery and expansion of residential development, roads and streets, essential services and recreational services. The LTFP, acknowledges this, but does not include provisions for the expansion to any extent other than known new initiatives of the Central Oval Redevelopment, the Arid Lands Botanic Garden and the sale of the Airport Land. Certainly though, there is likely to be greater demand on Council services in the long term and this will be reflected in annual amendments to the LTFP.

3. Financial Planning Considerations

3.1 Strategic Management Plans

The three year Strategic Plan for 2008 – 2011 was adopted in 2008. A new Strategic Plan for the period 2012-2105 will be developed in early 2012. All of Council's past strategic planning has been centered around maintaining existing services and programs. The 2012-2015 Strategic Plan will incorporate a greater emphasis on asset renewal.

As part of the financial planning process, a 3 Year Financial Plan will be developed as part of the next budget process. This Plan will be provide lower level information in respect of each Council program.

3.2 Service Delivery

The LTFP is predicated on existing service delivery and levels. The LTFP is reviewed each year as part of the annual budget. Changes to existing services or the provision of new services will be reflected in the LTFP as part of that process.

3.3 Roles and Responsibilities

The Local Government Act 1999 specifies the services that Councils are normally expected to provide. Port Augusta City Council has historically delivered a wider range of services than usually provided by local government e.g. Aged Care, Children's Care, Tourism Facilities. There has also been a steady shift in responsibilities from other levels of Government. The LTFP assumes that current arrangements will be maintained with minimal shift of responsibilities into the future.

3.4 Infrastructure and Asset Management Strategy

Pursuant to Section 122(1a) of the Local Government Act 1999 Councils must prepare an infrastructure and asset management plan for a period of at least ten years. In the plan. Council is required to distinguish between the replacement or renewal of existing assets and the acquisition or construction of new assets. Asset Management Plans are currently in place for Infrastructure Assets. Plans for Buildings are currently being developed.

The South Australian Model Financial Statements 2011, contain the following Definition for assets:-

- A new asset is additional to Council's previous asset complement.
- An upgraded asset replaces a previously existing asset with enhanced capability or functionality, where an option existed for replacement without the enhanced capability or functionality.

The LTFP will contain allocations for asset renewal, which are constrained by Council's ability to raise loan funds for asset renewal. The medium to long term strategy(>3 years) is to make significantly greater allocations to asset renewal as the revenue base increases and access to higher levels of loan funding becomes available.

3.5 Revenue and Financing Strategy

Council is continually reviewing it's revenue base to identify additional sources of revenue. The Business units attached to the Tourism Interpretive Centre's are a

potential source of additional revenue opportunities. All areas of Council operation were reviewed in 2006 and a similar review will be undertaken in medium term (<5 years) of the LTFP.

3.6 Rating Strategy

Historically Council's rate revenues have been set at a level to raise the cash required for Council's budget. Current rate policies will produce additional rate revenues in the medium term and these revenues can be used to balance the full accrual operating budget of the Council.

Council rating policy is reviewed annually as part of the budget process. The current rating model is based on site value, land use and location. Minimum rates, maximum rates and rate capping are also applied. Service charges are applied for Waste Management and Waste Water Management Services.

The LTFP assumes no material change to the current policies.

3.7 Treasury Management

The use of loan funds has underpinned many of the major capital works projects undertaken by Council for well over 20 years.

Over the last 15 years Council has used short term (5 year) loans to fund major projects and capital expenditure. Projects such as the Foreshore Development, Pichi Richi Railway, Nursing Home upgrades road construction programs have all been undertaken using loan funds.

Longer term borrowing (15 years) has been used for projects such as the Nerrilda & Ramsay Village upgrades. These loans are typically self funding e.g. funds from Concessional Resident Supplements (Commonwealth funding) are used to fund the loans for the Nursing Home Upgrades.

The strategic use of debt as a mechanism to fund major projects and the treatment of the repayment of that debt was reviewed by Council in 2007. Council's current ratio for Debt Servicing as a percentage of Rate Revenue is currently 29.71%. Council has previously looked to an upper limit of 30% for this ratio.

The LTFP contains a strategy for the continued use of debt that will see the overall long term debt reduced in real terms over the life of the plan without materially affecting Council's capacity to continue the strategy of borrowing for its capital works requirements.

The sale of land assets in 2013/2014 will provide the opportunity to reduce long term debt levels and this is included in the LTFP.

3.8 Resource Sharing

The LTFP does not include any strategies for resource sharing with other Councils. Resource Sharing is a strategy that will be investigated in the short to medium term.

3.9 New Initiatives

The LTFP provides for new initiatives at the Central Oval Redevelopment, the Arid Lands Botanic Garden and revenue streams from sale of the Airport Land. The plan predicates the maintenance of all other programs and services.

4. Performance Indicators

The legislation requires that council's strategic management plans, which include the Long Term Financial Plan, state the measures (financial and nonfinancial) that are to be used to monitor and assess the performance of the council against its objectives.

Performance indicators have not been developed for this LTFP, but could include:

- Number of development applications
- Estimated Development value (\$m)
- Hectares of open space maintained
- Waste tonnage per person
- Library & Information Services number of borrowers
- Library & Information Services number of loans
- Road lengths maintained(km)
- Road lengths renewed(km)
- Footpath lengths renewed (km)
- Financial ratios

4.1 Key Assumptions

The following table sets out the assumptions in relation to inflation(Local Government Cost Index), rates of growth. It includes projected rates income increases

Income	Increase
Rate Increase 2011/2012	An average of 5.9%
Rates Growth	1% per year
Rate Increases	5.5% per year
Federal Assistance Grant	2%
Grants & Subsidies	2.4%
Fees & Charges	6.6%
Development & Planning Fees	3% includes 2% growth
General Sales	3%
Nursing Home Fees	3%
Other Revenue	3%
Expenditure	Increase
Salaries & Wages	4.5%
Contractors	3.3% plus 1% growth
Materials	3.6%
Power & Water	4.5%
Insurances	2.4%
Maintenance	3.6%
Other Operating Costs	3%
Capital Expenditure	Amount
2012/2013	\$10.6m
2013/2014	\$3.8m
2014/2015	\$3.8m
2015/2016	\$4.3m
2016/2017	\$5.3m
2017/2018	\$5.3m
2018/2019	\$6.3m
2019/2020	\$6.6m
2020/2021	\$6.6m
2021/2022	\$6.6m

Asset Sales	Amount
Airport Land 2013/2104	\$12.0m
Loan Borrowings	Amount
2012/2013	\$4.5m
2013/2014	\$2.5m
2014/2015	\$2.5m
2015/2016	\$3.85m
2016/2017	\$2.5m
2017/2018	\$2.5m
2018/2019	\$3.85m
2019/2020	\$3.85m
2020/2021	\$3.85m
2021/2022	\$3.85m
* Assumed interest rates of 7.25%	

5. Explanation of Financial Indicators

Operating Surplus/(Deficit)

(the difference between day to day income and expenses for the period)

Calculated as:

Operating surplus/(deficit) before capital amounts (as shown on the Statement of Comprehensive Income)

Currently: **(\$4,117K)**

Ideal: >0

The LTFP projects a steady decrease in the operating deficit over the life of the plan. Operating deficits are achievable at year 10.

Operating Surplus/Deficit Ratio

(by what percentage does the major controllable income source vary from day to day expenses)

Calculated as:

Operating surplus/deficit (as above)

Divided by:

Rates revenues

Less: NRM levy raised

Currently: **(33.2%)**

Ideal: >0%

The LTFP projects the ratio at >0% in year 10 of the plan

Net Financial Liabilities

(what is owed to others less money held, invested or owed to Council)

Calculated as:

Total Liabilities (from Balance Sheet)

Less: Current cash and cash equivalents

Current trade and other receivables

Current other financial assets

Non current financial assets

Council's limit is 50% of total annual revenue.

Currently: \$18.018k

Net Financial Liabilities Ratio

(how significant is the net amount owed compared to income)

Calculated as:

Net financial liabilities (as above)

Divided by:

Total operating revenues

Less: NRM levy raised

Currently: 62.5%
Ideal: < 50%

Interest Cover Ratio

(how much income is used in paying interest on borrowings)

This ratio indicates the extent to which Council's operating income is committed to interest expenses

Calculated as:
Finance costs expense
Less: Investment Income
Divided by: Total operating income
Less: NRM levy raised
Less: Investment Income

Currently: 2.0%
Ideal: < 5.0%

Asset Sustainability Ratio

(are assets being replaced at the rate they are wearing out)

Capital expenditure on renewal or replacement of existing depreciable assets/depreciation expenses.

Calculated as:
Expenditure on renewal/replacement of assets (Cash Flow Statement)
Less: Sale of replaced assets (Cash Flow Statement)
Divided by: Depreciation, amortisation and impairment expense (Income Statement)

Currently: 61%
Ideal: 100.0%

Asset Consumption Ratio

(the average proportion of "as new condition" left in assets

Total written down value of depreciable infrastructure, property, plant and Equipment (IPP&E)
Divided by: Total reported value of depreciable infrastructure, property, plant and equipment before accumulated depreciation

Calculated as:

Total carrying value of all IPP&E
Less carrying value of non-depreciable IPP&E asset classes

divided by:
Total value of all IPP&E at cost
Total value of all IPP&E at fair value
Less value of non-depreciable asset classes at cost
Less value of non-depreciable asset classes at fair value

Currently: 67%
Ideal: 75%

6. Where Council currently spends it's money in 2011/2012

SUMMARY OF PROGRAMS AND ACTIVITIES

PROGRAM/ACTIVITY	OPERATING EXPENDITURE	OPERATING REVENUE	CAPITAL EXPENDITURE	CAPITAL REVENUE
CITY MANAGEMENT				
City Management & Elected Members	970,900	3,000,000		
CITY SERVICES				
Economic Development	392,100			
City Planning	295,600	117,000		
Human Resource/Occupational Health Welfare & Safety	426,600	13,000		
Projects & Events	236,300			
Substance Mis-Use Services	946,000	935,000		
Tourism Facilities	1,161,600	931,700		
Library & Information Service	532,600	64,500		
Port Augusta Cultural Centre & Fountain Gallery	412,200	69,600		
Animal & Parking Control	223,300	138,200		
COMMUNITY SERVICES				
Nerrilda Nursing Home	3,650,700	3,713,200	131,000	
Health Focus Program	242,400	231,400		
A.M. Ramsay Village	2,868,800	2,960,000	97,000	
DVA Shed Program	51,700	48,800		
Childcare Services	972,000	776,000		
Miriam High Centre	531,200	428,200		
Youth Activity Service	56,000	6,000		
CORPORATE SERVICES				
Financial & Customer Services	1,049,200	10,924,500		
Records Management	280,300			
Information Technology	290,900		15,000	
Treasury Management	836,000	105,700	2,027,600	2,005,700
Arid Lands Botanic Garden Operations	729,900	293,900	30,000	
Sport & Recreation	626,700	266,800	40,000	
Community Development Programs	450,100	112,000		
INFRASTRUCTURE & ENVIRONMENT				
Engineering Services & Depots	2,175,100	475,000	539,300	170,000
Buildings	383,600	45,000		
Other Property	541,000	151,600		
Infrastructure	1,778,400	1,515,000	1,727,000	
Cemeteries	219,200	179,000		
Waste Management	1,403,000	1,234,000		
Parks Gardens Reserves Ovals	1,206,300			
Building Control	290,000	56,000		
Environmental Health	138,200	8,000		
	26,367,900	28,799,100	4,606,900	2,175,700

**Port Augusta City Council
Long Term Financial Plan
ESTIMATED COMPREHENSIVE INCOME STATEMENT**

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)
INCOME												
Rates	12,677	13,010	13,903	14,858	16,000	17,157	18,395	19,666	21,026	22,481	24,039	25,708
Statutory Charges	225	282	287	292	297	302	307	312	318	324	330	336
User Charges	3,910	4,486	4,814	5,167	5,330	5,500	5,676	5,860	6,050	6,247	6,451	6,664
Grants, subsidies, contributions	10,224	9,963	10,202	10,447	10,698	10,953	11,216	11,484	11,760	12,043	12,332	12,626
Investment Income	62	186	186	99	202	410	446	556	510	483	630	666
Reimbursements	477	249	253	257	261	265	269	273	277	281	285	289
Other Income	1,524	886	886	886	886	886	886	886	886	886	886	886
Total Revenues	29,099	29,062	30,531	32,006	33,674	35,473	37,195	39,037	40,827	42,745	44,953	47,175
EXPENSES												
Employee costs	13,714	13,838	14,501	15,197	15,927	16,691	17,492	18,332	19,211	20,133	21,099	22,112
Materials, contracts & other expenses	8,449	8,156	8,647	9,129	9,500	9,886	10,289	10,707	11,143	11,598	12,071	12,565
Depreciation	6,379	6,418	6,337	6,283	6,244	6,216	6,195	6,103	6,192	6,178	6,168	6,162
Finance Costs	629	850	1,023	1,129	550	698	692	661	704	729	745	748
Other Expenses	4,045	3,801	3,917	4,034	4,135	4,239	4,345	4,455	4,567	4,684	4,805	4,928
Total Expenses	33,216	33,063	34,425	35,772	36,356	37,730	39,013	40,258	41,817	43,322	44,888	46,515
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	(4,117)	(4,001)	(3,894)	(3,766)	(2,682)	(2,257)	(1,818)	(1,221)	(990)	(577)	65	660
Net gain/(loss) on disposal or revaluations	324	170	130	12,130	130	130	130	130	130	130	130	130
Amounts specifically for new assets	204	0	5,150	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	(3,589)	(3,831)	1,386	8,364	(2,552)	(2,127)	(1,688)	(1,091)	(860)	(447)	195	790
Other Comprehensive Income												
Total Other Comprehensive Income	74,718	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	71,129	(3,831)	1,386	8,364	(2,552)	(2,127)	(1,688)	(1,091)	(860)	(447)	195	790

**Port Augusta City Council
Long Term Financial Plan
ESTIMATED BALANCE SHEET**

Year Ended 30 June:	2011 Actual \$('000)	2012 Estimate \$('000)	2013 Plan Year 1 \$('000)	2014 Plan Year 2 \$('000)	2015 Plan Year 3 \$('000)	2016 Plan Year 4 \$('000)	2017 Plan Year 5 \$('000)	2018 Plan Year 6 \$('000)	2019 Plan Year 7 \$('000)	2020 Plan Year 8 \$('000)	2021 Plan Year 9 \$('000)	2022 Plan Year 10 \$('000)
ASSETS												
Current Assets												
Cash & Equivalent Assets	2,488	2,126	1,637	6,700	7,052	8,832	7,878	7,329	7,509	7,560	7,947	9,069
Trade & Other Receivables	1,540	1,566	1,597	1,629	1,661	1,693	1,728	1,762	1,797	1,833	1,867	1,877
Investments & Other Financial Assets	137	137	137	137	137	137	137	137	137	137	137	137
Inventories	153	153	157	161	165	169	173	177	181	185	189	194
Sub-total	4,318	3,982	3,528	8,627	9,015	10,831	9,916	9,405	9,624	9,715	10,140	11,277
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Non-Current Assets												
Receivables	0	162	148	133	117	101	83	63	42	19	(5)	(3)
Other Financial Assets	0	0	0	0	0	0	0	0	0	0	0	0
Equity Accounted Investments in Council Businesses	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	192,519	188,311	192,204	189,351	186,537	184,251	182,986	181,813	181,551	181,603	181,665	181,733
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Other Non-Current Assets	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Total Non-Current Assets	194,619	190,573	194,452	191,584	188,754	186,452	185,169	183,976	183,693	183,722	183,760	183,830
Total Assets	198,937	194,555	197,980	200,211	197,769	197,283	195,085	193,381	193,317	193,437	193,900	195,107
LIABILITIES												
Current Liabilities												
Trade & Other Payables	5,288	4,620	4,866	4,883	5,006	5,043	5,124	5,185	5,256	5,325	5,395	5,466
Borrowings	2,723	2,826	8,760	2,631	2,362	3,210	3,292	3,246	3,473	3,774	3,631	0
Provisions	1,313	1,313	1,382	1,445	1,516	1,588	1,665	1,745	1,829	1,917	2,009	2,105
Other Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	9,324	8,759	15,008	8,959	8,884	9,841	10,081	10,176	10,558	11,016	11,035	7,571
Liabilities Relating to Non-Current Assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	9,324	8,759	15,008	8,959	8,884	9,841	10,081	10,176	10,558	11,016	11,035	7,571
Non-Current Liabilities												
Trade & Other Payables	0	0	18	34	50	63	75	84	92	97	100	102
Borrowings	12,629	12,643	8,383	8,252	8,390	9,030	8,238	7,492	7,869	7,945	8,164	12,014
Provisions	231	231	263	294	325	356	386	415	444	472	499	528
Other Non-Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	12,860	12,874	8,664	8,580	8,765	9,449	8,699	7,991	8,405	8,514	8,763	12,644
Total Liabilities	22,184	21,633	23,672	17,539	17,649	19,290	18,780	18,167	18,963	19,530	19,798	20,215
NET ASSETS	176,753	172,922	174,308	182,672	180,120	177,993	176,305	175,214	174,354	173,907	174,102	174,892
EQUITY												
Accumulated Surplus	461	(3,370)	(1,984)	6,380	3,828	1,701	13	(1,078)	(1,938)	(2,385)	(2,190)	(1,400)
Asset Revaluation Reserve	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292
Other Reserves	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	176,753	172,922	174,308	182,672	180,120	177,993	176,305	175,214	174,354	173,907	174,102	174,892
	0	0	0	0	0	0	0	0	0	0	0	0

Port Augusta City Council
 Long Term Financial Plan
 ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ACCUMULATED SURPLUS												
Balance at end of previous reporting period	4,050	461	(3,370)	(1,984)	6,380	3,828	1,701	13	(1,078)	(1,938)	(2,385)	(2,190)
Net Result for Year	(3,589)	(3,831)	1,386	8,364	(2,552)	(2,127)	(1,688)	(1,091)	(860)	(447)	195	790
Other Comprehensive Income	0	0	0	0	0	0	0	0	0	0	0	0
Transfers to Other Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	461	(3,370)	(1,984)	6,380	3,828	1,701	13	(1,078)	(1,938)	(2,385)	(2,190)	(1,400)
ASSET REVALUATION RESERVE												
Land	10,571	10,571	10,571	10,571	10,571	10,571	10,571	10,571	10,571	10,571	10,571	10,571
Buildings	59,971	59,971	59,971	59,971	59,971	59,971	59,971	59,971	59,971	59,971	59,971	59,971
Structures	0	0	0	0	0	0	0	0	0	0	0	0
Site Improvements	0	0	0	0	0	0	0	0	0	0	0	0
Roads Footpaths & Street Furniture	100,585	100,585	100,585	100,585	100,585	100,585	100,585	100,585	100,585	100,585	100,585	100,585
Community Wastewater	0	0	0	0	0	0	0	0	0	0	0	0
Stormwater Drainage	0	0	0	0	0	0	0	0	0	0	0	0
Plant & Equipment	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139
Furniture & Fittings	926	926	926	926	926	926	926	926	926	926	926	926
Water Treatment & Irrigation Systems	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Balance at end of period	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292	176,292
OTHER RESERVES												
Balance at end of previous reporting period	0	0	0	0	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	0	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY AT END OF REPORTING PERIOD	176,753	172,922	174,308	182,672	180,120	177,993	176,305	175,214	174,354	173,907	174,102	174,892

Port Augusta City Council
 Long Term Financial Plan
 ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)
CASH FLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
Rates		13,013	13,887	14,841	15,983	17,140	18,377	19,648	21,008	22,462	24,020	25,689
Statutory Charges		282	287	292	297	302	307	312	318	324	330	336
User Charges		4,468	4,776	5,216	5,332	5,513	5,683	5,871	6,058	6,257	6,460	6,673
Grants, subsidies, contributions		9,971	10,196	10,453	10,697	10,955	11,217	11,485	11,761	12,044	12,333	12,627
Investment Income		186	186	99	202	410	446	556	510	483	630	666
Reimbursements		251	249	253	257	261	265	269	273	277	281	284
Other Income		886	886	886	886	886	886	886	886	886	886	886
Spare Income 2		0	0	0	0	0	0	0	0	0	0	0
Employee costs		(13,835)	(14,438)	(15,079)	(15,833)	(16,585)	(17,386)	(18,219)	(19,095)	(20,010)	(20,972)	(21,978)
Materials, contracts & other expenses		(8,839)	(8,321)	(9,217)	(9,383)	(9,888)	(10,233)	(10,683)	(11,105)	(11,570)	(12,041)	(12,538)
Finance Costs		(831)	(1,035)	(1,118)	(551)	(694)	(691)	(658)	(702)	(726)	(743)	(745)
Loss - Joint Ventures		0	0	0	0	0	0	0	0	0	0	0
Other Expenses		(3,801)	(3,914)	(4,031)	(4,132)	(4,236)	(4,342)	(4,452)	(4,564)	(4,681)	(4,801)	(4,924)
Net Cash provided by (or used in) Operating Activities		1,751	2,759	2,595	3,755	4,064	4,529	5,015	5,348	5,746	6,383	6,976
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
Amounts Specifically for New/Upgraded Assets		0	5,150	0	0	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets		539	500	500	500	500	500	500	500	500	500	500
Sale of Surplus Assets		0	0	12,000	0	0	0	0	0	0	0	0
Proceeds of disposals - Invest. Prop.		0	0	0	0	0	0	0	0	0	0	0
Net disposal of Investment Securities		0	0	0	0	0	0	0	0	0	0	0
Pcds of disposal - Real Estate Devel.		0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups		0	28	28	28	28	27	28	28	28	28	27
Distributions Received from Associated Entities		0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets		(2,547)	(5,600)	(3,800)	(3,800)	(4,300)	(5,300)	(5,300)	(6,300)	(6,600)	(6,600)	(6,600)
Expenditure on New/Upgraded Assets		(32)	(5,000)	0	0	0	0	0	0	0	0	0
Purchase of Investment Property		0	0	0	0	0	0	0	0	0	0	0
Net purchase of Investment Securities		0	0	0	0	0	0	0	0	0	0	0
Acquisitions - Real Estate developments		0	0	0	0	0	0	0	0	0	0	0
Loans Made to Community Groups		(190)	0	0	0	0	0	0	0	0	0	0
Capital Contributed to Associated Entities		0	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities		(2,230)	(4,922)	8,728	(3,272)	(3,772)	(4,773)	(4,772)	(5,772)	(6,072)	(6,072)	(6,073)
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
Proceeds from Borrowings		2,840	4,500	2,500	2,500	3,850	2,500	2,500	3,850	3,850	3,850	3,850
Proceeds from Aged Care Facility Deposits		0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>												
Repayments of Borrowings		(2,723)	(2,826)	(8,760)	(2,631)	(2,362)	(3,210)	(3,292)	(3,246)	(3,473)	(3,774)	(3,631)
Repayment of Finance Lease Liabilities		0	0	0	0	0	0	0	0	0	0	0
Repayment of Aged Care Facility Deposits		0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities		117	1,674	(6,260)	(131)	1,488	(710)	(792)	604	377	76	219
Net Increase/(Decrease) in cash held		(362)	(489)	5,063	352	1,780	(954)	(549)	180	51	387	1,122
Opening cash, cash equivalents or (bank overdraft)		2,488	2,126	1,637	6,700	7,052	8,832	7,878	7,329	7,509	7,560	7,947
Closing cash, cash equivalents or (bank overdraft)		2,488	2,126	1,637	6,700	7,052	8,832	7,878	7,329	7,560	7,947	9,069