



THE COMMITTEE AGENDA & REPORTS

for the Special meeting

Tuesday 28 July 2020
at 6:00 pm

in the Colonel Light Room
Adelaide Town Hall

Members - The Right Honourable the Lord Mayor, Sandy Verschoor;
Deputy Lord Mayor, Councillor Hyde (Chair)
Councillors Abrahamzadeh, Couros (Deputy Chair), Donovan, Hou, Khera, Knoll,
Mackie, Martin, Moran and Simms.

1. Acknowledgement of Country

At the opening of the Special Committee Meeting, the Chair will state:

'Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

2. Apologies and Leave of Absence

Nil

3. Discussion Forum Item

[Workshop](#)

[Strategic Alignment – Strong Economies](#)

3.1. Workshop – 2020/21 Business Plan and Budget [2019/02431] [Page 2]

4. Closure

2020-21 Business Plan & Budget

Consideration of final changes

Contents

- Timeline to finalise the 2020-21 Business Plan & Budget
- Consultation Feedback
- Key Question
- Overview of key outcomes of the budget process
- Proposed revisions to the operational budget
- Proposed revisions to Projects and Infrastructure
- Funding Summary
- Operational Summary
- Appendix 1: Long Term Financial Plan Dashboard and Financial Statements

Workshop Purpose

Review proposed revisions to the 2020-21 Budget following public consultation on the draft Business Plan & Budget.

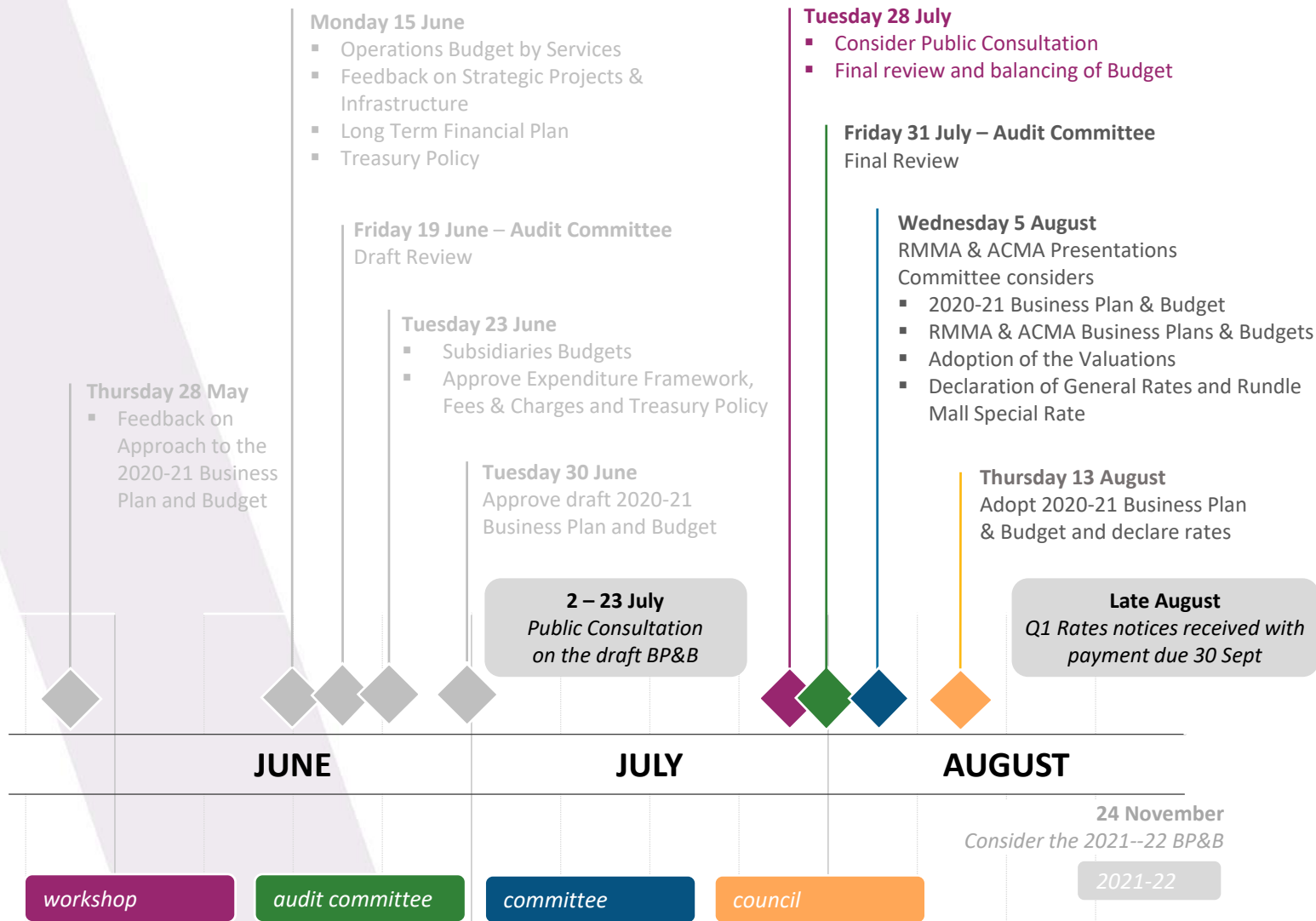
Next Steps

Feedback from this workshop will be incorporated into the final 2020-21 Business Plan and Budget to be considered at a Special Committee Meeting on Wednesday 5 August in preparation for Adoption of the Business Plan and Budget on Thursday 13 August.



BUDGET OVERVIEW

Timeline



The Committee Special Meeting - Agenda - 28 July 2020

BUDGET OVERVIEW

Consultation Feedback

5

Key Activities

94% of respondents were supportive of all or some of the Key Activities

Services: *Our service delivery will reflect the needs of the community*

Feedback received from public consultation on the Service Categories presented in the draft 2020-21 Business Plan and Budget will be considered as we reshape the organisation and identify the \$20 million reduction in operational expenditure.

Importance

Most Important

- Economic Growth
- Waste, Natural Resources and Environmental Services.

Least Important

- Regulatory Services
- Corporate Support Services
- Commercial Operations.

Performance

Best Performing

- Waste, Natural Resources and Environmental Services
- Arts, Community Development and Civic Services.

Worst Performing

- Economic Growth
- Policy and Planning Services.

Prioritise Investment

More Investment

- Economic Growth
- Infrastructure and Asset Management

Less Investment

- Corporate Support Service
- Regulatory Services

Financial Levers

- Invest in new revenue streams
- Utilise borrowings for major projects and new infrastructure
- Unfreeze the rate in the dollar



Key Question

To what extent does the 2020-21 Business Plan and Budget balance Council decisions, community feedback, with the principles adopted to support City and Council recovery?

Variations to the 2020-21 Business Plan and Budget that incur additional costs will need to be offset with a reduction or removal of funding for existing activities, projects or infrastructure works.

Adoption of the Recovery Principles

- Our rates approach is fair and equitable
- Financial borrowings adjusted to stimulate growth
- Proceeds from selling assets will build a 'future fund'
- Asset renewals will be prioritised based on audit condition and risk
- Strategic enhancements will be delivered through partnerships
- We will seek Government funding for new Infrastructure
- Our service delivery will reflect the needs of the community
- Investment is prioritised to support recovery

Easing financial pressures for the community

- Freezing the rate in the dollar for the seventh consecutive year
- Holding fees and charges at 2019-20 levels
- 50% rent deferral option for City of Adelaide and Central Market Authority tenants
- 50% rent deferral option for Park Lands licence fees for sporting clubs and community groups

Creating capacity to respond

- Creation of the "Future Fund" to reinvest proceeds from the sale of assets
- Increased the prudential borrowing limit to respond to emerging opportunities
- Reset of the Infrastructure Program to focus on the delivery of infrastructure renewals and the completion of the 2019-20 program.

Financial sustainability

- \$20m reduction in operating expenditure for the 2020-21 financial year and long term financial plan
- Commencing the review of Council's services to identify the \$20m reduction in operational expenditure
- Proposed operational savings of \$2.5m have been identified to date with a further reduction in infrastructure resource allocation of \$1.35m



BUDGET REVISIONS

Operations and Subsidiaries

8

Operational Budgets

The final budget incorporates Council decisions and budget revisions since the presentation of the draft budget in June.

Key changes include:

- Finalisation of rates with the increase revised to 2.2% (previously 3.1%)
- Adjustments following the decision to remove the expiation reminder notices

The 50% rent deferral option for Council property tenants and Park Lands licence fee holders have been incorporated into the revised budget. However, these do not alter the budgeted income as they only alter the timing of the cash receipts, and the additional interest expense can be accommodated within the existing budget.

\$20m reduction in operational costs
Proposed operational savings of \$2.5m have been identified to date.



The Committee Special Meeting - Agenda - 28 July 2020

Budget Revision \$'000	Draft Budget	Revision	Revised Budget
Operations			
Rates: Finalisation of rates with growth in new developments and additions 1.3% and valuation uplift 0.9%.	119,393	(939)	118,454
Expiations: Forecast increase in late payment fees following the removal of the expiation courtesy letter and reduction in search fees and postage. Council ID 20356	4,903	557	5,460
Commercial Income: Forecast reduction in income associated with Ad Shel bus shelters due to COVID-19.	918	(258)	660
Interest Expense: Forecast reduction due to lower opening borrowings and the timing of cash flows during the financial year.	(1,730)	200	(1,530)
Free City Connector Bus: Public consultation on the Free City Connector Bus.	-	(40)	(40)
Recycled Water: Forecast increase in water usage for 2020-21.	(898)	(188)	(1,086)
Business Systems Roadmap: Reduction due to the reprioritisation and retiming of key projects.	(3,000)	1,000	(2,000)
	119,586	332	119,918
Subsidiaries - Adelaide Central Market Authority			
Increased marketing due to the Central Market Arcade Redevelopment.	-	(210)	(210)
Increase in operational costs.	(813)	(42)	(855)
	(813)	(252)	(1,065)
Total	118,773	80	118,853

BUDGET REVISIONS

Projects and Infrastructure

9

Budget Revision \$'000	Draft Budget	Revision	Revised Budget
Strategic Projects			
Outdoor Activation Grant Program Funded by the South Australian Government, Recognition of \$300,000 income and expenditure, zero bottom line.	-	-	-
	-	-	-
Infrastructure			
Union Street Several stakeholders in the Union Street precinct have expressed their concerns with implementing the Union Street project now, following the tough times they have experienced through Covid-19. The three month construction would be in a time where their businesses are just picking up again. We are recommending to defer the project to a future year, giving them time to rebuild and align the works to the completion of Lot 14 and revitalisation of the area.	1,182	1,182	-
Resource allocation Reduction in resource allocation for the delivery of projects due to a reduction in the Program for 2020-21	7,179	1,351	5,828
	8,361	2,533	5,828
Total	8,361	2,533	5,828

The capital request of \$4.456m for the Adelaide Central Market Authority, presently incorporated in the draft 2020-21 Business Plan and Budget, is still being considered and worked through in consultation with the Authority.



BUDGET REVISIONS

Funding Summary

10

Funding Position

The Funding Position refers to the net funding (cash) required in a financial year to fund Council's operations and expenditure on infrastructure and assets. It is consistent with the increase/ (decrease) in borrowings for the financial year.

The forecast funding position is a deficit of (\$35.5m) which has increased by (\$3.4m). These are due to the following:

- 2019-20 Quarter 4 proposed re-timing adjustments (\$6.1m) that have been identified since the preparation of the draft 2020-21 Business Plan & Budget (to be presented on 5 August in the Quarter 4 Finance Report)
- The net favourable adjustment of \$80,000 to the Operations Budget as proposed on slide 6
- The net \$2.5m reduction in Infrastructure as detailed on slide 7



The Committee Special Meeting - Agenda - 28 July 2020

\$'m	Draft 2020-21 Budget	Final 2020-21 Budget
Income	186.1	186.3
less Expenses	(217.7)	(223.1)
Operating Surplus / (Deficit) before Capital Amounts	(31.6)	(36.8)
less Net Outlays on Existing Assets		
Net Capital Expenditure on Renewal & Replacement of Existing Assets	41.8	41.9
less Depreciation, Amortisation and Impairment	(50.8)	(53.7)
less Amounts received specifically for Existing Assets	(0.9)	(0.9)
Net Outlays on Existing Assets	(9.9)	(12.7)
less Net Outlays on New and Upgraded Assets		
Net Capital Expenditure on New and Upgraded Assets	25.4	26.0
less Amounts received specifically for New and Upgraded Assets	(14.9)	(14.7)
<i>less Proceeds from Sale of Assets</i>	-	-
Net Outlays on New and Upgraded Assets	10.5	11.3
Net Lending / (Borrowing) for Financial Year	(32.1)	(35.5)

BUDGET REVISIONS

Operational Summary

11

Operating Position

The Operating Position refers to the budgeted financial accounting surplus/(deficit), and reflects the net increase/ (decrease) in the organisation's financial value in a given year. This includes depreciation but excludes capital expenditure on assets.

The forecast operating position includes project re-timing adjustments of \$2.7m for 2019-20 projects.

These re-timing adjustments are the primary reason for the (\$2.8m) increase in the operating deficit of from (\$19.2m) to (\$22.0m) before the provision for structural re-alignment costs of (\$14.4m).

An adjustment has also been made to reflect the amortisation of the 2019-20 Quarter 4 rent waiver across the remaining term of each lease in line with the accounting standards.



The Committee Special Meeting - Agenda - 28 July 2020

\$m	Draft 2020-21 Budget	Final 2020-21 Budget
Income		
Rates	119.4	118.5
Statutory Charges	8.5	8.9
User Charges	54.3	53.4
Grants, Subsidies and Contributions	3.9	4.5
Investment Income	0.0	0.0
Reimbursements	0.7	0.7
Other Income	0.3	0.3
Total Income	187.0	186.3
Expenses		
Employee Costs	(64.9)	(63.9)
Materials, Contracts & Other Expenses	(84.7)	(88.3)
Depreciation, Amortisation & Impairment	(50.8)	(53.7)
Finance Costs	(5.8)	(2.4)
Total Expenses	(206.2)	(208.3)
Operating Surplus/(Deficit) before transition costs	(19.2)	(22.0)
Provision for structural re-alignment costs	(14.4)	(14.4)
Operating Surplus/(Deficit) after transition costs	(33.6)	(36.4)
Asset Disposal & Fair Value Adjustments	(0.3)	(0.3)
Amounts received specifically for New or Upgraded Assets	3.3	3.4
Total Comprehensive Income	(30.6)	(33.3)

Appendix 1

Financial Statements

- Uniform Presentation of Finances
- Statement of Comprehensive Income
- Statement of Finance Position
- Statement of Changes in Equity
- Statement of Cash Flows

APPENDIX 1 – FINANCIAL STATEMENTS

Long Term Financial Plan Dashboard

Financial Indicator	Explanation	Target	2019-20 EOY Forecast	Draft 2020-21 Budget	Final 2020-21 Budget	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	(7%)	(18%)	(20%)	(3%)	(2%)	(1%)	2%	2%	5%	4%	5%	3%
Net Financial Liabilities	Financial liabilities and a percentage of operating surplus	Less than 80%	40%	66%	69%	64%	73%	64%	48%	44%	40%	35%	43%	57%
Asset Sustainability Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	33%	65%	73%	67%	100%	100%	100%	100%	100%	100%	100%	100%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	14%	26%	26%	24%	30%	24%	19%	17%	15%	12%	18%	27%
Interest Expense Ratio	Number of times General Rates Revenue (less NRM Levy) can service the annual interest expense	Maximum 10%	1.0%	1.5%	1.3%	1.4%	1.5%	1.5%	1.2%	1.0%	0.8%	0.7%	0.8%	1.2%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less NRM Levy)	Maximum 1.5 years	0.4	0.8	0.8	0.7	0.9	0.7	0.5	0.5	0.4	0.3	0.5	0.7
Borrowings	Total borrowings	Within Prudential Limits	51.6	91.6	90.1	85.7	108.3	93.3	72.0	66.4	57.8	47.8	73.1	111.5
Operating Surplus	Operating Income less Expenditure	Financial sustainability	(14.2)	(33.6)	(36.4)	(5.2)	(5.1)	(3.2)	4.4	4.3	10.9	9.3	13.5	7.5

APPENDIX 1 – FINANCIAL STATEMENTS

Uniform Presentation of Finances

\$'m	2019-20 EOY Forecast	Draft 2020-21 Budget	Final 2020-21 Budget	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
Income	196.4	186.1	186.3	201.1	206.6	211.9	225.1	231.1	237.0	242.9	249.0	255.2
less Expenses	(215.3)	(217.7)	(223.1)	(206.1)	(209.2)	(214.0)	(220.2)	(226.6)	(225.9)	(232.4)	(230.6)	(240.8)
Operating Surplus / (Deficit) before Capital Amounts	(18.9)	(31.6)	(36.8)	(5.0)	(2.6)	(2.1)	4.8	4.6	11.1	10.6	18.4	14.4
less Net Outlays on Existing Assets												
Net Capital Expenditure on Renewal & Replacement of Existing Assets*	31.0	41.8	41.9	30.7	59.0	61.8	56.4	57.1	56.7	57.8	95.4	110.5
less Depreciation, Amortisation and Impairment	(52.9)	(50.8)	(53.7)	(52.8)	(52.5)	(53.8)	(54.4)	(58.2)	(54.1)	(57.3)	(51.7)	(57.7)
less Amounts received specifically for Existing Assets	(2.8)	(0.9)	(0.9)	-	-	-	-	-	-	-	-	-
Net Outlays on Existing Assets	(24.8)	(9.9)	(12.7)	(22.2)	6.5	8.1	2.0	(1.1)	2.6	0.5	43.7	52.8
less Net Outlays on New and Upgraded Assets												
Net Capital Expenditure on New and Upgraded Assets**	13.9	25.4	26.0	19.0	14.2	-	-	-	-	-	-	-
less Amounts received specifically for New and Upgraded Assets**	(2.9)	(14.9)	(14.7)	(1.1)	-	-	-	-	-	-	-	-
less Proceeds from Sale of Assets***	-	-	-	-	-	(25.0)	(25.5)	-	-	-	-	-
Net Outlays on New and Upgraded Assets	11.0	10.5	11.3	17.9	14.2	(25.0)	(25.5)	-	-	-	-	-
Net Lending / (Borrowing) for Financial Year	(5.1)	(32.1)	(35.5)	(0.7)	(23.3)	14.8	28.3	5.7	8.5	10.1	(25.3)	(38.4)

* Infrastructure Renewal Program inclusive of Renewals, Delivery Resources, Other Asset Renewals, and ACMA capital

** Major Projects, New Assets, and Commercial Opportunities

*** Sale of Assets as per Strategic Property Review and Commercial Opportunities

APPENDIX 1 – FINANCIAL STATEMENTS

Statement of Comprehensive Income

\$'m	2019-20 EOY Forecast	Draft 2020-21 Budget	Final 2020-21 Budget	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
Income												
Rates Revenues	116.5	119.4	118.5	123.3	127.0	130.8	135.8	140.1	144.1	148.3	152.5	156.7
Statutory Charges	11.2	8.5	8.9	12.0	12.2	12.4	12.6	12.9	13.1	13.4	13.6	13.9
User Charges	60.7	54.3	53.4	61.5	63.1	64.4	72.3	73.7	75.2	76.7	78.2	79.8
Grants, Subsidies and Contributions	13.7	3.9	4.5	3.1	3.1	3.2	3.2	3.3	3.4	3.4	3.5	3.6
Investment Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Reimbursements	0.5	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.8
Other Income	0.5	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4
Total Income	200.6	187.0	186.3	200.9	206.4	211.8	225.0	231.1	237.0	242.9	249.0	255.2
Expenses												
Employee Costs	77.3	79.3	78.3	71.7	73.2	74.7	76.3	77.9	79.5	81.1	82.8	84.5
Materials, Contracts & Other Expenses	82.5	84.7	88.3	79.0	82.7	83.5	87.4	88.7	90.6	93.7	99.4	103.4
Depreciation, Amortisation & Impairment	52.9	50.8	53.7	52.8	52.5	53.8	54.4	58.2	54.1	57.3	51.7	57.7
Finance Costs	2.1	5.8	2.4	2.5	3.0	3.0	2.5	2.1	1.8	1.6	1.6	2.2
Total Expenses	214.8	220.6	222.7	206.0	211.5	215.0	220.6	226.8	226.1	233.6	235.5	247.7
Operating Surplus / (Deficit)	(14.2)	(33.6)	(36.4)	(5.2)	(5.1)	(3.2)	4.4	4.3	10.9	9.3	13.5	7.5
Asset Disposal & Fair Value Adjustments	-	(0.3)	(0.3)	-	-	3.6	(0.3)	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	0.4	3.3	3.4	1.1	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	(13.8)	(30.6)	(33.3)	(4.1)	(5.1)	0.4	4.1	4.3	10.9	9.3	13.5	7.5
Total Comprehensive Income	(13.8)	(30.6)	(33.3)	(4.1)	(5.1)	0.4	4.1	4.3	10.9	9.3	13.5	7.5

The Committee Special Meeting - Agenda - 28 July 2020

APPENDIX 1 – FINANCIAL STATEMENTS

Statement of Financial Position

\$'m	2019-20 EOY Forecast	Draft 2020-21 Budget	Final 2020-21 Budget	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
ASSETS												
Current Assets												
Cash and Cash Equivalents	1.1	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Trade & Other Receivables	15.9	9.4	15.0	15.3	15.4	15.7	16.7	17.1	17.5	18.0	18.4	18.9
Other Financial Assets	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0
Inventories	0.7	0.6	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Total Current Assets	17.8	11.0	16.7	16.9	17.0	17.3	18.3	18.7	19.1	19.5	20.0	20.4
Non-Current Assets												
Financial Assets	0.3	0.2	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1
Equity Accounted Investments in Council Businesses	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Investment Property	2.9	2.9	2.9	2.9	3.0	3.0	3.0	3.0	3.1	3.1	3.1	3.2
Infrastructure, Property, Plant & Equipment	1,857.7	1,834.4	1,867.0	1,877.1	1,890.4	1,913.8	1,884.3	1,877.6	1,874.5	1,869.2	1,903.4	1,945.1
Other Non-Current Assets	1.3	1.7	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Total Non-Current Assets	1,862.7	1,839.8	1,872.1	1,882.1	1,895.4	1,918.8	1,889.4	1,882.6	1,879.6	1,874.3	1,908.5	1,950.2
TOTAL ASSETS	1,880.5	1,850.8	1,888.7	1,899.0	1,912.5	1,936.1	1,907.6	1,901.3	1,898.7	1,893.9	1,928.5	1,970.7
LIABILITIES												
Current Liabilities												
Trade & Other Payables	27.9	26.9	40.7	38.4	39.0	46.3	40.0	40.2	40.3	40.5	39.3	39.5
Borrowings	3.2	-	-	-	-	-	-	-	-	-	-	-
Provisions	13.9	11.6	11.3	11.5	11.8	12.0	12.3	12.5	12.7	13.0	13.3	13.5
Other Current Liabilities	4.8	1.1	3.3	5.1	5.1	5.3	5.4	5.5	4.5	3.3	4.1	3.5
Total Current Liabilities	49.8	39.6	55.3	55.0	56.0	63.6	57.7	58.2	57.6	56.8	56.7	56.5
Non-Current Liabilities												
Trade & Other Payables	-	1.0	1.0	7.0	7.0	-	-	-	-	-	-	-
Borrowings	51.6	91.6	90.1	85.7	108.3	93.3	72.0	66.4	57.8	47.8	73.1	111.5
Provisions	2.0	1.7	1.6	1.6	1.6	1.7	1.7	1.7	1.8	1.8	1.9	1.9
Other Non-Current Liabilities	36.8	13.2	33.7	46.8	41.6	36.4	30.9	25.4	20.9	17.6	13.5	10.0
Total Non-Current Liabilities	90.4	107.4	126.5	141.1	158.6	131.4	104.7	93.5	80.5	67.2	88.4	123.4
TOTAL LIABILITIES	140.2	147.0	181.7	196.1	214.6	195.0	162.3	151.7	138.1	124.0	145.2	179.9
Net Assets	1,740.3	1,703.8	1,707.0	1,702.9	1,697.9	1,741.2	1,745.3	1,749.6	1,760.6	1,769.9	1,783.3	1,790.8
EQUITY												
Accumulated Surplus	820.3	784.4	787.0	782.9	777.9	778.3	782.4	786.7	797.7	807.0	820.4	827.9
Asset Revaluation Reserves	918.4	917.8	918.4	918.4	918.4	961.2	961.2	961.2	961.2	961.2	961.2	961.2
Other Reserves	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Total Council Equity	1,740.3	1,703.8	1,707.0	1,702.9	1,697.9	1,741.2	1,745.3	1,749.6	1,760.6	1,769.9	1,783.3	1,790.8

The Committee Special Meeting - Agenda - 28 July 2020

APPENDIX 1 – FINANCIAL STATEMENTS

Statement of Changes in Equity

\$'m	2019-20 EOY Forecast	Draft 2020-21 Budget	Final 2020-21 Budget	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
Balance at the end of previous reporting period	1,754.1	1,734.5	1,740.3	1,707.0	1,702.9	1,697.9	1,741.2	1,745.3	1,749.6	1,760.6	1,769.9	1,783.3
a. Net Surplus / (Deficit) for Year	(13.8)	(30.6)	(33.3)	(4.1)	(5.1)	0.4	4.1	4.3	10.9	9.3	13.5	7.5
b. Other Comprehensive Income												
Total Comprehensive Income	(13.8)	(30.6)	(33.3)	(4.1)	(5.1)	0.4	4.1	4.3	10.9	9.3	13.5	7.5
Gain (Loss) on Revaluation of I, PP&E						42.9						
Balance at the end of period	1,740.3	1,703.8	1,707.0	1,702.9	1,697.9	1,741.2	1,745.3	1,749.6	1,760.6	1,769.9	1,783.3	1,790.8

APPENDIX 1 – FINANCIAL STATEMENTS

Statement of Cash Flow

\$'m	2019-20 EOY Forecast	Draft 2020-21 Budget	Final 2020-21 Budget	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
Cash Flows from Operating Activities												
<u>Receipts</u>												
Operating Receipts	196.8	203.7	188.8	200.8	206.3	211.5	224.1	230.7	236.6	242.5	248.6	254.7
<u>Payments</u>												
Operating Payments to Suppliers and Employees	(159.0)	(159.1)	(157.7)	(147.3)	(151.2)	(154.6)	(159.6)	(162.5)	(165.8)	(170.2)	(173.8)	(178.5)
Net Cash provided by (or used in) Operating Activities	37.8	44.6	31.1	53.5	55.1	56.9	64.5	68.2	70.7	72.3	74.7	76.2
Cash Flows from Investing Activities												
<u>Receipts</u>												
Amounts Received Specifically for New/Upgraded Assets	0.4	3.3	3.4	1.1	-	-	-	-	-	-	-	-
Proceeds from Surplus Assets	-	1.0	1.0	6.0	-	25.0	18.5	-	-	-	-	-
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets	(31.0)	(41.8)	(41.9)	(30.7)	(59.0)	(61.8)	(56.4)	(57.1)	(56.7)	(57.8)	(95.4)	(110.5)
Expenditure on New/Upgraded Assets	(13.9)	(25.4)	(26.0)	(19.0)	(14.2)	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Investing Activities	(44.5)	(62.9)	(63.5)	(42.6)	(73.2)	(36.8)	(37.9)	(57.1)	(56.7)	(57.8)	(95.4)	(110.5)
Cash Flows from Financing Activities												
<u>Receipts</u>												
Proceeds from Borrowings	6.4	19.9	36.9	-	23.1	-	-	-	-	-	25.3	38.4
<u>Payments</u>												
Repayment from Borrowings	-	-	-	(5.9)	-	(14.8)	(21.3)	(5.7)	(8.5)	(10.1)	-	-
Repayment of Principal portion of lease liability	(4.7)	(1.6)	(4.9)	(5.1)	(5.1)	(5.2)	(5.3)	(5.4)	(5.5)	(4.5)	(4.6)	(4.1)
Net Cash provided by (or used in) Financing Activities	1.7	18.3	32.0	(11.0)	18.1	(20.0)	(26.6)	(11.1)	(14.0)	(14.6)	20.7	34.3
Net Increase (Decrease) in Cash Held	(4.9)	(0.0)	(0.3)	0.0	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
plus: Cash & Cash Equivalents at beginning of period	6.1	0.8	1.1	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Cash & Cash Equivalents at end of period	1.1	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8

The Committee Special Meeting - Agenda - 28 July 2020