



District Council of Mount Remarkable

Long Term Financial Plan

2016/17 - 2025/26

**Adopted by Council
14 June 2016**

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1. Introduction

The purpose of this long-term financial plan (LTFP) is to express, in financial terms, the activities that the District Council of Mount Remarkable (Council) proposes to undertake over the medium to longer term to achieve its stated objectives as outlined in its Strategic Management Plan.

It is a guide for future action based on the longer-term impact of revenue and expenditure proposals. The aggregation of future intended outlays and anticipated revenues enables the accumulating overall financial implications to be readily identified and if warranted, for proposed future activities to be revised.

Long-term financial plans are particularly important for local governments as they are responsible for managing a high level of long-lived assets relative to their income base. A council may have long-periods with modest levels of asset renewal requirements and then other periods when very significant outlays are necessary. All councils need to generate revenue in an equitable manner over time and ensure they have capacity to finance peaks in asset management and other outlays when, and including by way of borrowings where, necessary.

The preparation of a LTFP generates improved information to guide decisions about the mix and timing of outlays on operating activities and additional assets and the funding implications of these. Without a soundly based LTFP an organisation with significant asset management responsibilities is unlikely to have sufficient data to determine sustainable service levels and affordable asset stockholding strategies, appropriate revenue targets or optimal treasury management.

2. Strategic Direction

The District Council of Mount Remarkable acknowledges that a balanced, robust and well developed set of objectives will serve the Council and community well.

Respected, Responsive, Open and Effective Leadership

With visionary, respected and strong leadership, Council will be in a position to successfully develop constructive partnerships with other levels of government and our communities, to ensure our aspirations are met and our futures are secured.

Accountable, Secure and Sustainable Organisation

It is Council's responsibility to represent the interests of its ratepayers and residents and to efficiently and effectively provide a range of services and facilities. An adequately financed organisation with skilled and qualified employees is required to undertake these duties, over a variety of time periods.

It is equally important that Council delivers "best value" to ratepayers and to other levels of government. It is in the interests of our communities that Council not only be well resourced and financially sustainable in the long term, but that it is continually accountable to all stakeholders.

Growing Prosperity

Our residents and ratepayers enjoy and expect ongoing access to a high level of facilities and services in their communities and high standards of living. For this to continue we require growth in the local and regional economies, jobs and populations.

Building Communities and Fostering Creativity

To survive, compete and grow in the modern world we require creative and entrepreneurial people, businesses and communities. With new people, new jobs, new ideas and new enthusiasm our communities will be well placed to "get through the tough times" and stake claims as desirable residential, work and holiday locations.

Attaining Sustainability

There is strong evidence, now accepted by the broader community, that mankind's population growth, industrial expansion and resources use is contributing to climate change and will ultimately make the planet an unfriendly environment for us. We have a duty as custodians for future generations to ensure our environments are healthy and our ways of life are sustainable. We must alter our activities to stop further damage to the environment, and adjust our behaviours and lifestyles accordingly.

Developing the Foundation for Our Future

A range of reliable infrastructure is required to cater for the current and future transportation, communication, water, electricity and quality of life needs of our residents, businesses and communities. We acknowledge that Council has a leadership role in encouraging the adoption of alternative technologies and sharing of facilities and resources, to deliver infrastructure and services in a sustainable and environmentally sensitive manner.

Improving Wellbeing

Members of our District highly value the fact that their communities have low crime rates; they have a good range of essential and emergency services; lifestyles are healthy with high participation rates in sport and ready access to attractive natural environments; they have numerous opportunities for socialising; and they can rely on neighbours and friends in times of need. It is important that these lifestyle advantages are maintained by continuing to provide a safe and healthy local environment.

3. Financial Strategy

The LTFP is based on Councils current operating service levels as well as projected capital renewal expenditure obtained from Councils existing asset databases and asset management. The following is a summary of the financial strategy that will be used by Council to guide its decision making such that it maintains its current financially sustainable outlook:

- Community Wastewater Management Schemes (CWMS) service charges are set at an appropriate level to ensure whole of life costs are recovered.
- Waste management user charges are set at an appropriate level to ensure the full cost of providing these services is recovered from those who benefit from the service.
- Council will continue to review service delivery to the community to identify any further opportunities to reduce operating costs due to increased operating efficiencies. This will be an ongoing objective for management to ensure the maximum benefit to the community per dollar of rates.
- Grant revenue will be targeted in a strategic manner. This means that grant revenue to build new assets would only be pursued and accepted if the new assets were deemed to be consistent with Councils Strategic Objectives particularly if additional funding was required to be contributed by Council. Where an operating grant is sought and additional Council funds are required to be contributed, then careful consideration will be given to long-run benefits and costs. This will ensure activities that may better fit Council's strategic objectives are not being delayed in lieu of the activity being funded by the grant.
- Cash Reserves (including investments) will be maintained at a minimum level of \$2.5M throughout the 10 years of this plan.
- The LTFP will be updated at any time that significant projects are being considered to ensure that any debt to be incurred will have a revenue stream identified that will facilitate its repayment. The LTFP will be updated annually as either part of the budget setting process or as soon as practical after the Annual Business Plan / Annual Budget has been adopted.

4. Key Assumptions

The following assumptions have been built into the forecast calculations:

- The content of the LTFP is based on real (2016) dollar values for all future years to facilitate comparisons between years;
- Commonwealth Financial Assistance Grant (FAGs) revenue is not expected to vary over the planning period. Timing of receipt of FAGs revenue has been assumed to be quarterly (four payments each year) this assumption may well change in future iterations depending upon federal government policy and budgeting developments relating to this area;
- Capital expenditure on road renewal has been determined based on recently collected asset data that has been verified by an independent engineer, maintenance reports and community input;
- Capital expenditure on all other classes is consistent with capital renewals as identified in Councils' asset management plans. An additional \$40k per annum has been included in buildings to be spent on an as needs basis to recognise that unexpected work is often required with these assets;
- Future new assets could be constructed, determined by the Council Annually;
- Annual Rates increases have been restricted to 5% for the first three years and then reduced to 4% from 2019/2020 onwards;
- Salaries and wages have been increased by 2% per annum in real terms.

5. Long-Term Financial Sustainability - Key Financial Indicators

Indicator 1 - Operating Surplus Ratio

The operating surplus ratio expresses the operating surplus (deficit) as a percentage of operating income. Calculated as: (operating revenue minus operating expense) divided by total operating revenue.

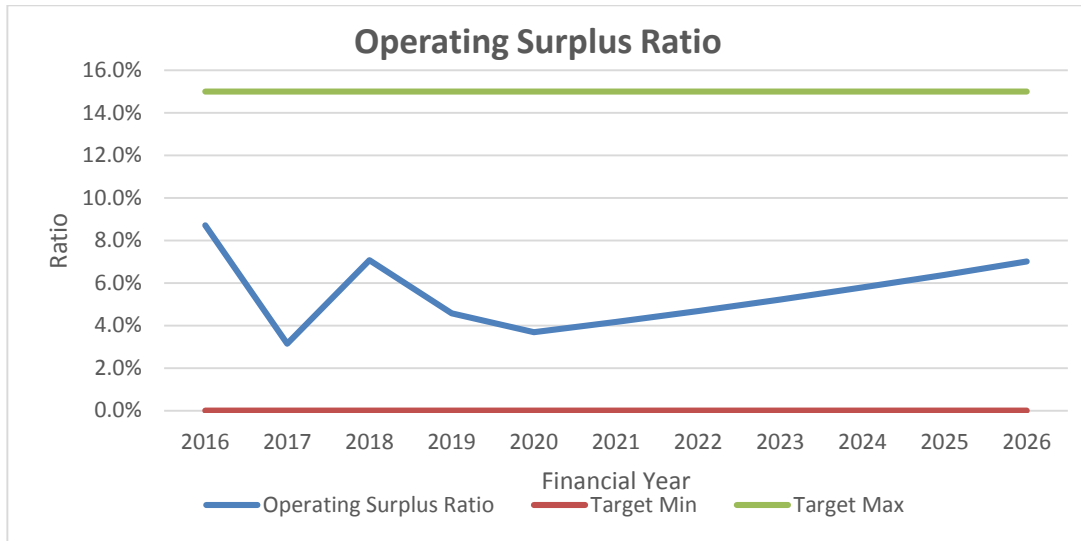
A positive ratio indicates the percentage of operating income available to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or reducing debt in the interim.

The Operating Surplus Ratio is the most important financial indicator for Councils. Council is consistently achieving a modest positive operational surplus ratio now and projected into the future, having regard to asset management and community service levels, and therefore financially stable. It answers the following question:

‘Is Council covering its operating expenditure and depreciation charge from its operating revenue?’

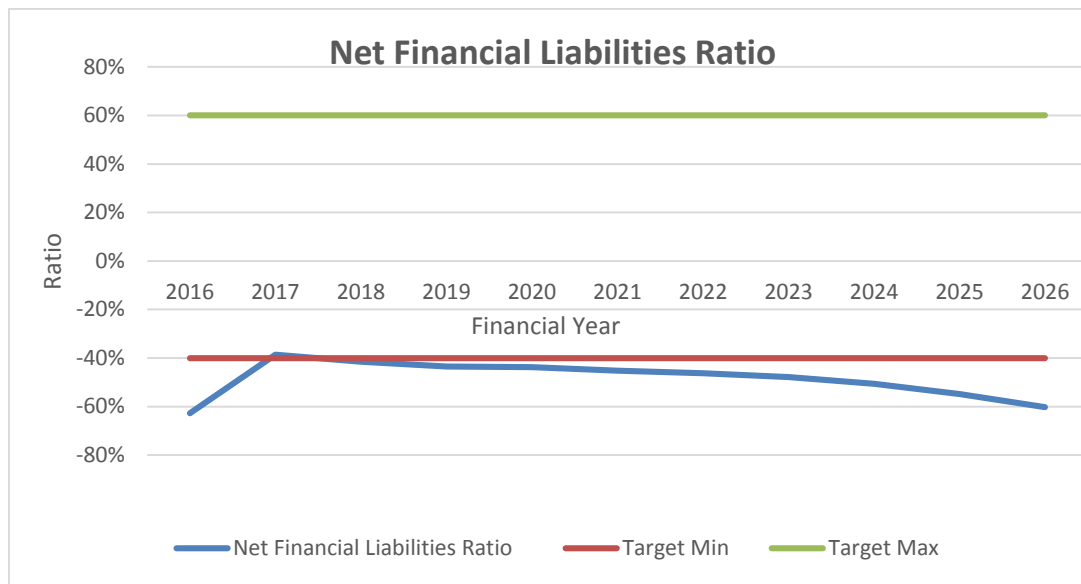
As Council's operating surplus ratio is above 0% it indicates that the answer to this question is 'yes'.

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating Surplus Ratio	8.7%	3.1%	7.1%	4.6%	3.7%	4.2%	4.7%	5.2%	5.8%	6.4%	7.0%
Target Min	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Target Max	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%



Indicator 2 - Net Financial Liabilities Ratio

The Net Financial Liabilities Ratio is calculated by expressing net financial liabilities at the end of a financial year as a percentage of operating revenue for the year.



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Net Financial Liabilities Ratio	-63%	-39%	-42%	-43%	-44%	-45%	-46%	-48%	-51%	-55%	-60%
Target Min	-40%	-40%	-40%	-40%	-40%	-40%	-40%	-40%	-40%	-40%	-40%
Target Max	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%

Net Financial Liabilities is a measure of the indebtedness of the Council as it includes items such as employee long-service leave entitlements and other amounts payable as well as taking account of the level of Council's available cash and investments. Specifically, Net Financial Liabilities equals total liabilities less financial assets, where financial assets for this purpose includes current cash and cash equivalents, current trade and other receivables, current other financial assets and non-current financial assets, but excludes equity held investments in Council businesses and inventories.

The Net Financial Liabilities Ratio answers the following question:

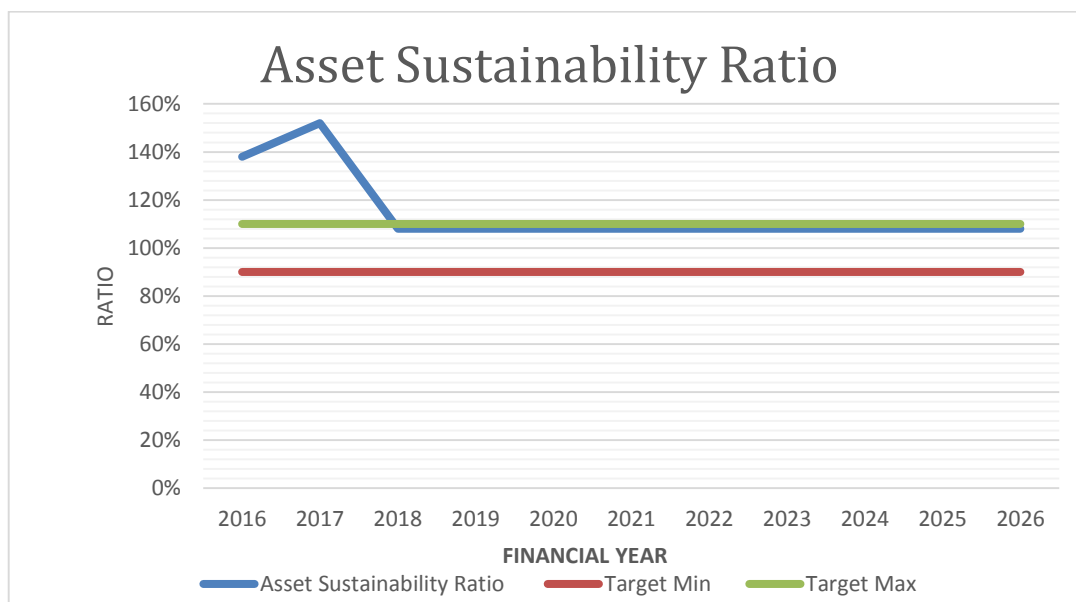
“How significant is the net amount owed to others, compared with operating income?”

As Council is in a negative net financial liabilities situation, meaning that Council has more cash in the bank than it owes in debt and other liabilities, Council can answer ‘yes’ to this question.

Cash on hand is forecast to be \$3.933M at the end of the 2017 year increasing slightly to \$5.047M by the end of 2026. This indicates that Council is in a position to take on additional projects. It is anticipated that projects will arise that will require significant capital to deliver. Future iterations of this plan will incorporate these projects as they eventuate and accurate costing become available. At this stage only known expenditure commitments have been incorporated into the plan.

Indicator 3 - Asset Sustainability Ratio

The Asset Sustainability Ratio indicates the extent to which Council is renewing and replacing its existing non-financial assets compared with the asset renewal and replacement expenditure identified in Council’s infrastructure and asset management plan (IAMP). The ratio is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the optimal level of such expenditure proposed in Council’s (IAMP).



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Asset Sustainability Ratio	138%	155%	108%	108%	108%	108%	108%	108%	108%	108%	108%
Target Min	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Target Max	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%	110%

If capital expenditure on renewing or replacing existing assets is at least equal to the level proposed by Council’s asset data, then Council is ensuring optimal timing of replacement of physical assets to maintain service levels. Any material underspending on renewal and replacement over the medium term is likely to adversely impact on the achievement of preferred, affordable service levels and could potentially progressively undermine Council’s financial sustainability.

The Council currently has in place asset data bases for its roads network, CWMS, water supply and Buildings, and plant & equipment. The capital expenditure programs from these plans are fully funded; accordingly a result of at least 100% is achieved throughout the life of the plan for this ratio.

The question the Asset Sustainability Ratio answers is:

“Are Council Assets being renewed and replaced in an optimal way?”

The answer is again ‘yes’ as the consistent outcome of replacing assets at slightly over 100% indicates that assets are not only being renewed at the rate required by Council’s IAMP but slightly above the rate to facilitate a planned catch up on works from long term past practices.

Council is Financially Sustainable

A Council’s long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met. As Council has answered ‘yes’ to the three questions tested by the three key financial indicators for all years throughout the plan, it has demonstrated that Council is operating in a financially sustainable manner both in the short term as well as the medium to long term.

Yes, Yes & Yes

- ✓ *“Is Council covering its operating expenditure and depreciation charge from its operating revenue?”*
- ✓ *“Does Council have a manageable level of debt and other liabilities when considering its available revenue and other cash reserves?”*
- ✓ *“Are Council Assets being renewed and replaced in an optimal way?”*

6. Statement of Uniform Presentation of Finances

The Uniform Presentation of Council Finances together with the results of the Key Financial Indicators provides a summarised report that focuses on Council’s finances at a strategic level.

Readers are strongly encouraged to take the time to comprehend how this report is structured and what the implications of the various lines of this report are for the Key Financial Indicator calculations.

The Summary of Financial Position report highlights the operating surplus (deficit) measure which is considered the most critical indicator of a Council’s financial performance. The result of this report is the movement in Net Financial Liabilities (Net Lending / Borrowing) for the year based on Council’s planned capital and operating budgets for that year. Achieving a zero result on the net lending / (borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year’s income (with income including amounts received specifically for new / upgraded assets).

An important point to understand is that if Council is not able to replace its existing assets in a timely manner then new assets should not be built unless less essential. By building new assets Council is effectively building new liabilities as the assets usually don’t generate revenue (e.g. roads) cannot be sold and will need to be maintained and eventually replaced.

The **Uniform Presentation of Finances** is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis. All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis. The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council’s finances.

Following is an explanation of the terms used in the Statement based on the South Australian Model Financial Statements 2016:

- Operating Revenue and Expenditure: Represent the totals from the relevant lines of the Statement of Comprehensive Income (operating statement) for the year being reported on.
- Capital Expenditure on renewal and replacement of Existing Assets: occurs where a previously existing asset is replaced - giving a new asset with a new useful life - without enhancement of the service capability except where this is incidental and unavoidable e.g. Roads reseals, replacement tractor, building renovations, replacement computer hardware.
- Proceeds from sale of replaced assets: e.g. trade in value of a tractor or motor vehicle being replaced.
- Capital Expenditure on New & Upgraded Assets:
 - A *new asset* is additional to Council's previous asset complement e.g. constructing a new building or CWMS.
 - 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 e.g. the replacement of a 150mm stormwater pipe with a 300mm stormwater pipe results in an *upgraded asset*.
- Amounts specifically for new or upgraded Assets: e.g. Capital grants to partly fund a new CWMS, funds received to build new footpaths that did not previously exist.

Statement of Uniform Presentation of Finances

Year Ending 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Year 0 Forecast	Year 1 Budget	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Section 1:											
Operating Revenues	7,054	7,111	7,257	7,208	7,284	7,467	7,657	7,855	8,060	8,274	8,496
less Operating Expenses	6,440	6,888	6,743	6,878	7,015	7,156	7,299	7,445	7,594	7,746	7,901
Operating Surplus/(Deficit) before Capital Amounts	614	223	514	330	268	311	358	410	466	528	596
Section 2:											
LESS: Net Outlays on Existing Assets											
Capital Expenditure on Renewal or Replacement of Existing Assets	2,055	2,163	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
less Depreciation, Amortisation & Impairment	-1,700	-1,734	-1,769	-1,804	-1,840	-1,877	-1,914	-1,953	-1,992	-2,032	-2,072
less Proceeds from Sale of Replaced Assets	-104	-207	-240	-235	-195	-245	-150	-106	-110	-150	-160
Net Outlays on Existing Assets	251	222	-509	-539	-535	-622	-564	-559	-602	-682	-732
Section 3:											
LESS: Net Outlays on New or Upgraded Assets											
Capital Expenditure on New/Upgraded Assets	5,440	1,060	750	750	750	750	750	750	750	750	750
less Amounts Specifically for New/Upgraded Assets	-3,989	0	0	0	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
Net Outlays on New or Upgraded Assets	1,451	1,060	750	750	750	750	750	750	750	750	750
Section 4:											
EQUALS: Net Lending / (Borrowing) for Financial Year	-1,088	-1,059	272	119	53	183	172	218	318	460	578

APPENDIX A – FINANCIAL STATEMENTS

Statement of Comprehensive Income

Year Ending 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Year 0 Forecast	Year 1 Budget	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates	3,113	3,309	3,432	3,604	3,748	3,898	4,054	4,216	4,384	4,560	4,742
Statutory charges	66	60	60	60	60	60	60	60	60	60	60
User charges	577	606	636	668	695	722	751	781	813	845	879
Grants, subsidies and contributions	2,974	2,831	2,818	2,560	2,460	2,460	2,460	2,460	2,460	2,460	2,460
Investment income	168	150	152	153	155	156	158	159	161	162	164
Reimbursements	90	95	96	97	98	99	100	101	102	103	104
Other income	66	60	63	66	69	72	74	77	80	84	87
Total Operating Revenue	7,054	7,111	7,257	7,208	7,284	7,467	7,657	7,855	8,060	8,274	8,496
Expenses											
Employee Costs	2,138	2,383	2,431	2,479	2,529	2,579	2,631	2,684	2,737	2,792	2,848
Material, Contractors & Other	2,560	2,728	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929
Depreciation, Amortisation & Impairment	1,700	1,734	1,769	1,804	1,840	1,877	1,914	1,953	1,992	2,032	2,072
Finance Charges	42	43	44	45	45	46	47	48	49	50	51
Total Operating Expenses	6,440	6,888	6,743	6,878	7,015	7,156	7,299	7,445	7,594	7,746	7,901
Operating Surplus / (Deficit)	614	223	514	330	268	311	358	410	466	528	596
Amounts specifically for new or upgraded assets	3,989	0	0	0	0	0	0	0	0	0	0
Net Surplus / (Deficit)	4,603	223	514	330	268	311	358	410	466	528	596

Statement of Financial Position

As at 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Year 0 Forecast	Year 1 Budget	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current Assets											
Cash and Cash Equivalents	5,132	3,940	4,072	4,051	3,964	4,007	4,039	4,118	4,296	4,616	5,054
Trade & Other Receivables	650	683	683	683	683	683	683	683	683	683	683
Inventories	40	40	40	40	40	40	40	40	40	40	40
Total Current Assets	5,822	4,663	4,795	4,774	4,687	4,730	4,762	4,841	5,019	5,339	5,777
Non Current Assets											
Financial Assets	33	19	20	20	20	20	20	20	20	20	20
Infrastructure, Property, Plant & Equipment	56,870	57,439	58,013	58,593	59,179	59,771	60,369	60,972	61,582	62,198	62,820
Total Non-current Assets	56,903	57,458	58,033	58,613	59,199	59,791	60,389	60,992	61,602	62,218	62,840
Total Assets	62,725	62,120	62,828	63,387	63,886	64,521	65,151	65,833	66,621	67,557	68,616
LIABILITIES											
Current Liabilities											
Trade & Other Payables	253	253	253	253	253	253	253	253	253	253	253
Borrowings	52	140	140	140	140	140	140	140	140	140	140
Provisions	107	107	107	107	107	107	107	107	107	107	107
Total Current Liabilities	412	500	500	500	500	500	500	500	500	500	500
Non-current Liabilities											
Borrowings	890	1306	1166	1026	886	746	606	466	326	186	46
Provisions	86	86	86	86	86	86	86	86	86	86	86
Total Non-Current Liabilities	976	1392	1252	1112	972	832	692	552	412	272	132
Total Liabilities	1,388	1,892	1,752	1,612	1,472	1,332	1,192	1,052	912	772	632
Net Assets	61,337	60,228	61,076	61,775	62,414	63,189	63,959	64,781	65,709	66,785	67,984
EQUITY											
Accumulated Surplus	34,845	35,068	35,581	35,911	36,179	36,490	36,848	37,258	37,724	38,252	38,848
Asset Revaluation Reserves	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066
Total Equity	64,911	65,134	65,647	65,977	66,245	66,556	66,914	67,324	67,790	68,318	68,914

Statement of Equity

Year Ending 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Year 0 Forecast	Year 1 Budget	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ACCUMULATED SURPLUS											
Balance at end of previous reporting period	30,242	34,845	35,068	35,581	35,911	36,179	36,490	36,848	37,258	37,724	38,252
Net Result for Year	4,603	223	514	330	268	311	358	410	466	528	596
Balance at end of period	34,845	35,068	35,581	35,911	36,179	36,490	36,848	37,258	37,724	38,252	38,848
ASSET REVALUATION RESERVE											
Balance at end of previous reporting period	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066
Balance at end of period	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066	30,066
TOTAL EQUITY AT END OF REPORTING PERIOD	64,911	65,134	65,647	65,977	66,245	66,556	66,914	67,324	67,790	68,318	68,914

Statement of Cash Flows

Year Ending 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Year 0 Forecast	Year 1 Budget	Year 2 Plan	Year 3 Plan	Year 4 Plan	Year 5 Plan	Year 6 Plan	Year 7 Plan	Year 8 Plan	Year 9 Plan	Year 10 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Operating Receipts	8,227	6,961	7,105	7,055	7,129	7,311	7,499	7,695	7,899	8,111	8,332
Investment Receipts	168	150	152	153	155	156	158	159	161	162	164
Payments											
Operating Payments to Suppliers & Employees	4,789	5,111	4,931	5,029	5,130	5,232	5,337	5,444	5,553	5,664	5,777
Finance Payments	28	43	44	45	45	46	47	48	49	50	51
Net Cash provided by (or used in) Operating Activities	3,578	1,957	2,282	2,134	2,108	2,188	2,272	2,362	2,458	2,560	2,668
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Grants specifically for new or upgraded assets	3,989	0	0	0	0	0	0	0	0	0	0
Sale of replaced Assets	104	207	240	235	195	245	150	106	110	150	160
Payments											
Expenditure on renewal/replaced assets	2,055	2,163	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Expenditure on new/upgraded assets	5,440	1060	750	750	750	750	750	750	750	750	750
Net cash provided by (used in) Investing Activities	-3,402	-3,016	-2,010	-2,015	-2,055	-2,005	-2,100	-2,144	-2,140	-2,100	-2,090
CASH FLOWS FROM FINANCING ACTIVITIES											
Payments											
Repayment of Borrowings	-52	-140	-140	-140	-140	-140	-140	-140	-140	-140	-140
Net Cash Provided by (used in) Financing Activities	-52	-140	-140	-140	-140	-140	-140	-140	-140	-140	-140
Net Increase / (Decrease) in Cash	124	-1,199	132	-21	-87	43	32	78	178	320	438
Cash and Cash Equivalents at start of reporting period	5,008	5,132	3,933	4,065	4,044	3,957	4,000	4,032	4,111	4,289	4,609
Cash & Cash Equivalents at the end of the reporting period	5,132	3,933	4,065	4,044	3,957	4,000	4,032	4,111	4,289	4,609	5,047

Reference Material

IPWEA Practice Note 6 – Long-term Financial Planning

LGA Information Paper 8 – Long Term Financial Plans

LGA Information Paper 9 – Local Government Financial Indicators

LGA Information Paper 12 – Targets for Local Government Financial Indicators

South Australian Local Government Model Financial Statements 2016