Gilgandra Shire Council
meeting community needs

LONG TERM FINANCIAL PLAN 2017/18 – 2026/27

Document Control		LTFP
Revision Number	**Date**	**Revision Details**
1		Initial Plan
2	September 2013	-Two Scenarios Rate Pegging / Special Rate Variation -Revised maintenance and renewal of assets - increased rural road maintenance -Operational savings
3	June 2014	Reflect 2014/15 Operational Plan and 2023/24 financial projections
4	June 2015	Reflect 2015/16 Operational Plan and 2024/25 financial projections
5	June 2016	Reflect 2016/17 Operational Plan and 2025/26 financial projections
6	June 2017	Reflect 2017/18 Operational Plan and 2026/27 financial projections

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Introduction

How does the Long Term Financial Plan relate to the Community Strategic Plan and Delivery Program

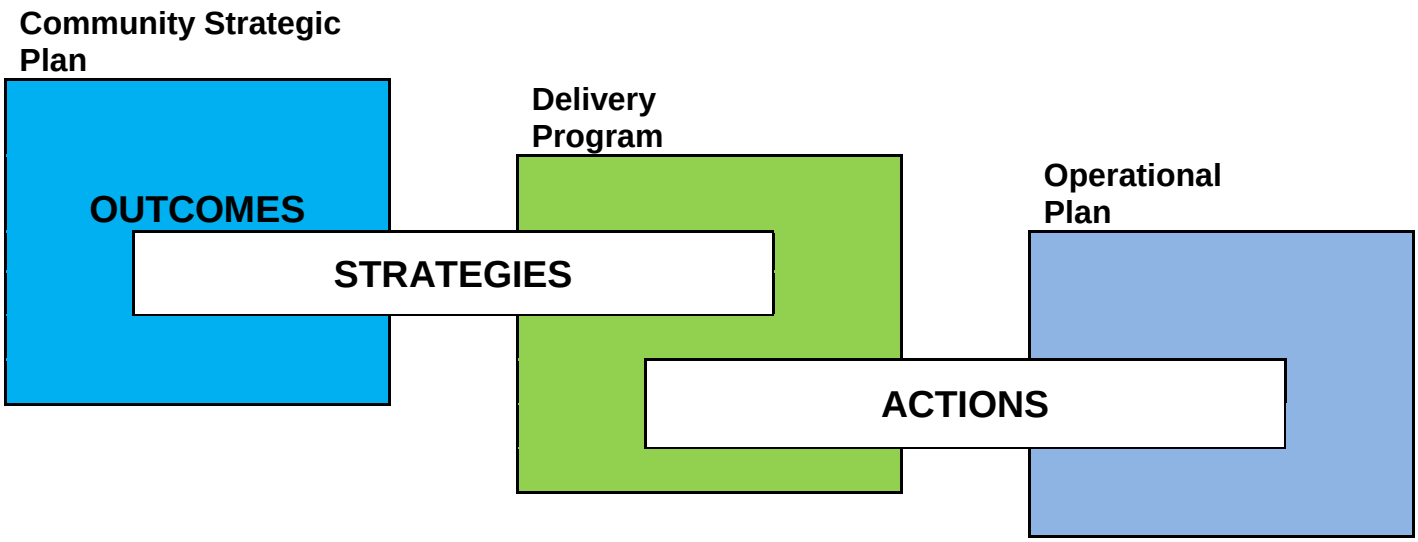
The Community Strategic Plan is the highest level plan that Council prepares. Its purpose is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as other level of government and community groups are also responsible for the delivery of long term strategies in the Plan. These responsibilities are also identified in the Plan.

The Community Strategic Plan is supported by a number of Council plans including:

- **Delivery Program:** This plan sets out the actions, grouped under strategies identified in the Community Strategic Plan, that Council will take over its current four year term, that work towards achieving the outcomes identified in the Community Strategic Plan. This plan also includes anticipated budget requirements associated with these actions.

- **Operational Plan:** This plan contains details of Council's actions, grouped under strategies from the Community Strategic Plan that Council will take in the next financial year that work towards achieving the outcomes identified in the Community strategic Plan. These actions are a sub set of the actions outlined in the Delivery Program and include detailed budget requirements for the financial year associated with these actions.



- **Resourcing Strategy:** This Strategy is the basis upon which Council will make decisions designed to deliver the outcomes identified in the Community Strategic Plan and includes:
  - **Workforce Management Plan:** This planning outlines how we will ensure Council has the staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan
  - **Asset Management Plan:** This planning is a comprehensive process to ensure detailed information on all Council assets is available and delivery of services from assets is provided in a financially sustainable manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services and will inform the Community Strategic Plan and Long Term Financial Plan
  - **Long Term Financial Plan:** This plan models a number of scenarios in the context of constraints we face in the longer term, providing a sound basis for financial decision making. The Long Term Financial Plan is a tool that 'tests' the community's aspirations outlined in the Community Strategic Plan against the financial reality. It is both a decision-making tool and a problem solving tool
- **Local Environmental Plan:** The Community Strategic Plan sets high level objectives that relate to land use planning however the Local Environmental Plan maps out the details of land use planning across the Shire. The Local Environmental Plan is the principal document for controlling development at a council level.

- **<u>Community Engagement Strategy:</u>** Council has developed a Community Engagement Strategy for ongoing engagement with the local community in developing and reviewing the Community Strategic Plan. Council intends to consult with and inform the community of its plans on a regular basis .

Integrated Planning and Reporting Framework

Objectives of the Long Term Financial Plan

This LTFP covers the 10 year planning period from 2017/18 to 2026/27.
The overall objective of the LTFP is to express in financial terms the activities Gilgandra Shire Council proposes to undertake over the short, medium and long term, provide a sound basis for strategic decision making, and guide the future strategies and actions of Council to ensure that it continues to operate in a manner that achieves financial sustainability.

Specific objectives of the plan are to:

- provide sound forecasts of financial performance and position for a range of planning scenarios that respond to the aspirations of the community
- achieve and maintain a sound and stable financial position over the long term
- identify strategies that support the sustainable provision of services and service levels identified by the community as expressed in the CSP and DP
- ensure that Council can meet its financial obligations as and when they fall due
- ensure that any loans raised to support the achievement of the community aspirations can be serviced over the term of the loans
- provide a clear and transparent picture of Council's long term financial situation to the community

Financial Sustainability

Financial sustainability is a key challenge facing Council and Local Government in general due to several contributing factors including:

- increased demand for services beyond those traditionally provided
- cost shifting from other levels of government
- ageing infrastructure and constraints on revenue growth
- rate pegging constraints and uncertainty over grant income
- increased maintenance due to an ageing infrastructure network
- cost increases in major inputs in excess of the Consumer Price Index (CPI)

The financial modelling underpinning this LTFP confirms that Council can maintain current service levels, ensure existing assets are maintained and renewed as required and the demand for new facilities is met, in the long term given its current and projected level of resourcing.

There are a number of financial challenges identified that have emerged over a number of years and can be attributed to:

- cost shifting from other levels of Government, with local government being forced to take on increased responsibilities without being provided appropriate funding to meet these additional responsibilities.
- significant increases in excess of inflation in a number of major expenditure items such as electricity, insurance and superannuation which have generally not been offset by rate pegging increases.

- the impact of demand for additional facilities and services identified through the development of the CSP.
- an identified shortfall in infrastructure renewals expenditure required to maintain infrastructure assets in a satisfactory condition.
- a backlog of transport infrastructure works as identified in Council's Asset Management Plans.

Infrastructure Renewals and Backlog

The issue of financial sustainability of local government has been identified as a major issue in a number of State based and National inquiries and studies into the issue over many years. Each has identified a shortfall in infrastructure renewal expenditure and a substantial backlog in infrastructure spending as the major issue facing the industry, primarily due to limited funding opportunities available, coupled with the diverse and increasing demand on Council's resources.

Council has developed asset management plans and indications are that current levels of maintenance and renewals of particularly transport assets fall short of that required to maintain the assets in a satisfactory condition while continuing to extend their useful lives. The asset management plans quantify the level of spending required to maintain existing infrastructure assets and address any infrastructure backlog.

This infrastructure challenge places further pressure on Council's ability to remain financially sustainable in the long term. If left unaddressed, Council's infrastructure assets will continue to deteriorate at an increasing rate. This will ultimately result in assets failing, the withdrawal of facilities and services, increased maintenance costs as well as increased exposure to risk.

Further detail in relation to this issue, including its impacts and associated risks if not addressed are contained in Council's Asset Management Plans.

Council is confident that a planned approach to asset management over the longer term and recent significant increases in funding levels for maintenance and renewal of transport assets will address the current backlog.

Planning Assumptions

The LTFP is based on a number of planning assumptions. These assumptions were used to model and formulate the plan and test a range of scenarios, a process which ultimately formed the basis of the LTFP.
The key planning assumptions considered in the development of the LTFP are detailed below. All amounts are shown in real values (2017/18 dollars)

Inflation *Consumer Price Index (CPI)*

Forecast CPI at a rate of 3% per annum over the 10 year period is utilised as the inflator for all items of operating revenue and expenditure except for the following items in Council's financial modelling:

- Employee Costs
- Rate Pegging
- Investment Returns
- Election expenses
- Borrowing Costs
- Aerodrome Income
- Land Sales
- General Rates
- Water Charges
- Sewer Charges
- Domestic Waste Charges
- Stormwater Charges
- Grants
- Capital Works

Employee Costs

Employee costs consist of salaries and wages, employee leave entitlements, Council's contribution to superannuation schemes, workers compensation insurance, fringe benefits tax and employee training costs.

Salaries and wages make up the majority of employee cost and combined with employee leave entitlements represent 89% of this expenditure item.

The base year (2017/18) employee costs are calculated utilising a zero based budgeting approach, calculating the employee cost for each position in the budgeted staff establishment based on actual rates of pay inflated for known increases in pay rates. The projections include employee on-costs for each employee as well as an allowance for overtime and the impact of vacant positions during the year.

As part of its financial strategy, Council sets aside a reserve to enable any 'spikes' in employee leave entitlements, particularly resulting from the retirement or resignation of long serving employees, to be funded. The reserve currently represents 10% of total employee entitlement provisions and is forecast to increase to 20% by the end of the 10 year planning period.

Rate Pegging

Council has budgeted to increase general rates by the 1.5% rate peg limit for 2017/18
A forecast rate peg limit of 3.0% has been used for the remainder of the life of this plan

Investment Returns

Forecast returns on Council's investment portfolio are based on the forecast 90 day bank bill rates, plus a small margin to reflect strategic investments in longer term investment products where appropriate. The source for the forecast 90 day bank bill rates is the 4 major Australian banks.
Forecast investment returns have been averaged at 3% per year over the life of the plan.

Election Expenses

Forecast to cover the cost of Local Government elections in 2020/21 & 2024/25

Borrowing Costs

Borrowing costs are forecast to average 4% for the 10 year term.
It has been assumed that future loans will be for a 10 year term for larger infrastructure projects and a 5 year term for smaller projects and interest rates will be fixed. The basis of forecast interest rates is detailed in the planning assumptions.
Council has been declared "Fit For The Future" as a rural council and now has access to borrowing facilities through The NSW Treasury Corporation.

Aerodrome Income

Forecast to increase by $5k in 2017/18.

Land Sales

Forecast revenue and expenditure according to projected completion dates of industrial and residential subdivisions and likely demand on a yearly basis throughout the plan.

General Rates

Council currently has 5 general rating categories, being Farmland, Residential Gilgandra, Business Gilgandra, Residential Other and Business Other. Council proposes to continue with its current rating structure of an ad valorem subject to a minimum rate.

Water Supply Charges

Council utilises a two part charging structure for the supply of water to Gilgandra and Tooraweenah, being an access charge according to the size of the water service and a usage charge per kilolitre of water used.

Council uses Best Practice Pricing as directed by the State Government and it is proposed to continue with a two part charging structure under Best Practice Pricing guidelines.

Water supply charging has been forecast to increase by 5% in 2017/18 and 5% per annum for the remainder of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

Sewer Charges

Council utilises a three part charging structure based around an access charge according to the size of the water service, usage charges based on water usage and trade waste charges based on water usage.

Council uses Best Practice Pricing as directed by the State Government and, it is proposed to continue with a three part charging structure under Best Practice Pricing guidelines.

Sewer services charging has been forecast to increase by 7% per annum for access charges and 7% per annum for usage charges for the life of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

Domestic Waste Management Charges

Council's domestic waste management service comprise of a weekly collection of 240 litre garbage bin collection and a fortnightly collection of recycling materials.

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services.

Waste Management Charges have been forecast to increase by 6% in 2017/18 and 3% per annum for the remainder of the life of the plan.

Stormwater Charges

Funds generated from this charge are used to fund stormwater backlog works and improve the management of urban stormwater in the local government area.
The charge is set by clause 125AA of the Local Government (General) Regulation 2005 and Council has no scope to increase the charge in line with inflation or any other cost increases. It is assumed the charge will remain in place over 10 year planning horizon.

These charges are currently $25 per assessment within the Gilgandra urban area and are assumed to remain the same throughout the life of the plan.

Grants

In reviewing grants and contributions it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan with the exception of the Local Infrastructure Renewal Scheme interest rate subsidy referred to earlier in this plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will need to be offset by a corresponding reduction in expenditure.

Capital Works

Council has determined a capital expenditure program that is based on the outcomes of the Community Strategic Plan, asset lifecycle modelling, input from Councillors during financial modelling workshops and community meetings.

- The capital expenditure program adopted by Council totals $51.5 million over the ten year period of the plan. This includes $47.1 million renewal works. All amounts are shown in real values (2017/18 dollars).

Capital Works Program 2017/18 to 2026/27

Description	Year	Total 10 Year Cost	Renewals	Upgrades/New
Bushfire Issues	From 2017/18	$ 2,342,000	$1,500,000	$842,000
Plant Fleet	From 2017/18	$8,156,000	$8,156,000	
Library Resources	From 2017/18	$ 158,000	$158,000	
Community Housing	From 2017/18	$ 200,000	$200,000	
Office Furniture and Equipment	From 2017/18	$30,000	$30,000	
Offices and Chambers	From 2017/18	$150,000	$150,000	
Miller Street CBD Master Plan	2017/18	$300,000	$100,000	$200,000
Gilgandra Waste Facility Upgrade	From 2017/18	$650,000	$400,000	$250,000

Shire Hall	From 2017/18	$150,000	$150,000	
IT Purchases	From 2017/18	$450,000	$450,000	
Gilgandra Youth and Citizens Club	From 2017/18	$120,000	$120,000	
McGrane Oval Lighting	2018/19	$600,000	$600,000	
McGrane Oval Amenities	From 2017/18	$50,000	$50,000	
Bencubbin Park	2019/20	$20,000		$20,000
Bencubbin Park	2019/20	$45,000		$45,000
Jordana Park	2017/18	$40,000		$40,000
Jordana Park	2019/20	$20,000	$20,000	
CWA Building Renewal	2017/18	$20,000	$20,000	
Lucas Bridge	2020/21	$1,540,000	$1,540,000	
Yarragrin Creek Bridge	2024/25	$820,000	$820,000	
Works Depot	2017/18	$2,000,000	$2,000,000	
Gilgandra Swimming Pool	From 2017/18 2021/22	$90,000 $200,000	$90,000 $200,000	
Stormwater	From 2017/18	$1,200,000	$1,200,000	
Kerb and Gutter	From 2017/18	$500,000	$500,000	
Gilgandra Cemetery	2020/21 From 2017/18	$73,000 $100,000	$73,000	$100,000
Footpaths and Walk Ways	From 2017/18	$500,000	$400,000	$100,000
Walking Track / Cycle Way	From 2017/18	$430,000		$430,000
Walkway Tooraweenah	2017/18	$10,000		$10,000
Cooee Heritage Centre	From 2017/18	$50,000	$50,000	
Engineering Instruments	2018/19	$30,000	$15,000	$15,000
Dog Pound	From 2017/18	$150,000	$150,000	

Fitness Centre	From 2017/18	$100,000	$100,000	
Promotional Signage	2017/18	$20,000		$20,000
Economic Development Strategy	From 2017/18	$150,000		$150,000
Cemetery Additional Land	2017/18	$80,000		$80,000
Cricket Nets	2017/18	$30,000	$30,000	
Centenary WW1 Armistice	2018/19	$40,000		$40,000
Federation Street Upgrade	2017/18	$1,460,000	$660,000	$800,000
Upgrade of SES / RFS Premises	2018/19	$200,000	$100,000	$100,000
Roads to Recovery	From 2017/18	$7,492,000	$7,492,000	
Additional Transport Renewals	From 2017/18	$2,521,000	$2,521,000	
Water Supply	From 2017/18	$4,068,000	$4,068,000	
Sewerage	From 2017/18	$8,118,000	$8,118,000	
Orana Lifestyle Directions	From 2017/18	$1,990,000	$1,100,000	$890,000
Carlginda Enterprises	From 2017/18	$ 155,000	$155,000	
Cooee Self Care Villa Units	From 2017/18	$300,000	$300,000	
Cooee Lodge Aged Care Hostel	From 2017/18	$1,515,000	$1,515,000	
Home Care Packages	From 2017/18	$400,000	$400,000	
Jack Towney Hostel	From 2017/18	$340,000	$200,000	$140,000

Bushfire Issues

Upgrade and renewal of bushfire plant equipment and infrastructure offset to a large extent by capital grants from the NSW State Government

Plant Fleet
Renewal and upgrade of Councils plant fleet in line with Councils 10 year plant replacement program.

Library Resources
Library resource purchases required to meet community demands.

Community Housing
Small budget to continually renew Councils community housing assets as required.

Office Furniture and Equipment
Small budget to continually renew administration offices furniture and equipment as required.

Offices and Chambers
Small budget to continually renew administration offices and Council Chambers buildings as required

Miller Street CBD Master Plan
Completion of next stage of proposed main street upgrade. Development of a round-about at the Eastern end of Bridge Street and development of upgraded access and parking provisions at the rear of the shops on the eastern side of the Miller Street CBD including waste dump point for caravans and campervans.

Gilgandra Waste Facility Upgrade
Establish and excavate new landfill site and improvements waste collection and recycling facilities

Gilgandra Shire Hall
Renewal of Hall assets in response to user requests and regular inspections of the premises.

IT Purchases
Ongoing renewal expenditure to ensure Councils communication and technology infrastructure meets its business requirements.

Gilgandra Youth Club Facilities and Plan
Continue with staged planning, design and development to ensure the facilities at the Gilgandra Youth Club meet the needs of the local Community in its various functions including determining the feasibility of upgrade of indoor/outdoor basketball facilities.

McGrane Oval Lighting
Renewal and upgrade of existing lighting at Mcgrane oval to restore effectiveness for use for competitive ball sports and achieve lighting efficiency savings

McGrane Oval Facilities
Renewal of dressing sheds at Mcgrane oval and additional storage facility for Little Athletics

Bencubbin Park
New irrigation system & playground equipment

Jordana Park
New irrigation system & replacement shade construction

CWA Building
Renewal required as a result of problems with adjacent sewer mains

Lucas Bridge (Breelong Balladoran Road)
Renewal and upgrade of timber bridge over Castlereagh River.

Yarragrin Creek Bridge
Replacement of existing structure in very poor condition with an alternative structure to suit traffic movement's at the same site.

Council's Works Depot
Renewal and upgrade of Councils Works Depot store and plant workshop facilities along with a new administration building at the existing depot site in Warren Road Gilgandra.

Gilgandra Swimming Pool
Renewal works to pool facility with a view to extending its useful life including modernisation of filtration and pump equipment in line with Councils Parks Master Plan.

Stormwater
Progressive renewal of ageing stormwater infrastructure throughout Gilgandra in line with Councils Asset Management Plan.

Kerb and Gutter
Progressive renewal of ageing kerb and gutter infrastructure throughout Gilgandra in line with Councils Asset Management Plan

Gilgandra Cemetery
Replacement of bore and water reticulation system at Gilgandra cemetery. Construction of new plinths in lawn section as required.

Footpaths and Walkways
Renew existing footpaths as required in line with Council's Pedestrian Access Mobility Plan (PAMP).

Walking Track / Cycle Way

Extension of Windmill Walk in line with Councils Pedestrian Access Mobility Plan (PAMP) as RMS partnership funding becomes available.

Walking Track Tooraweenah

New walking track from Tooraweenah School to the viewing platform on the southern entrance to Tooraweenah

Cooee Heritage Centre

Renewal of lighting in the Cooee Heritage Centre galleries as grant funding becomes available along with general building asset renewal as required.

Engineering Instruments

Renewal and upgrade of engineering instruments to ensure professional services are able to be delivered.

Dog Pound

Upgrade of outdated facilities at Gilgandra Pound located on Northern Newel Highway entrance to Gilgandra.

Fitness Centre

Renewal of gym equipment.

Promotional Signage

Town entrance signage promoting Gilgandra to visitors passing through our Shire and encouraging them to stop in Gilgandra.

Economic Development Strategy

Development of an economic development strategy and associated actions designed to encourage new businesses to our Shire and support existing businesses.

Cemetery Additional Land

Purchase of land adjacent to Gilgandra Cemetery to meet future requirements.

Cricket Nets

Renewal of the cricket nets at McGrane and Ernie Knight Ovals

Centenary of WW1 Armistice

A project to commemorate the centenary of World War 1 Armistice with details to be determined by Council over coming twelve months.

Federation Street Upgrade

Significant upgrade of Federation Street from the intersection with the Castlereagh Highway through to Farrar Street.

Upgrade of SES / RFS premises
Construction of modern premises to replace existing building in poor state of repairs for use by RFS & SES.

Roads to Recovery
Federal Government funded roads renewal program designed to deliver additional renewal works to Councils transport network on an ongoing basis.

Additional Transport Renewals
Additional transport asset renewals as a result of additional funds generated over the period 2014/15 to 2016/17 by the special rate variation and operational savings. This additional expenditure will be set aside for this purpose on an ongoing basis.

Water Supply
Asset Renewal in line with Councils Water Supply Infrastructure 30 year plan and Asset Management Plan.

Sewerage
Asset Renewal in line with Councils Water Supply Infrastructure 30 year plan and Asset Management Plan.

Orana Living
New purpose built housing at 59 Waugan Street to replace existing houses in Gilgandra that do not satisfactorily meet client's needs and renewal of existing housing assets in order to maintain them at acceptable standards and extend their useful lives.

Carlginda Enterprises
Renew existing recycling plant and equipment to extend its useful life and ensure facilities are maintained to an acceptable standard to meet the needs of supported employees.

Cooee Self Care Villa Units
Renew existing building assets in order to maintain them at acceptable standards and extend their useful lives.

Cooee Lodge Aged Care Hostel
Renewal of existing hostel assets in order to maintain at an acceptable standard and extend their useful life.

Home Care Packages
Vehicle replacements as required.

Jack Towney Hostel
Construction of new office facilities and associated renewal of kitchen facilities. Renewal of existing hostel assets in order to maintain at an acceptable standard and extend their useful life.

Key Financial Indicators

"Fit for the Future" Benchmarks

All Councils in NSW will have their performance measured in terms of:

- Sustainability
- Infrastructure and Service Management; and
- Efficiency

Seven specific ratios will be measured, monitored and reported on an ongoing basis:

Sustainability

- **Operating performance Ratio** – Core measure of sustainability – indicates council's capacity to meet ongoing operating expenditure requirements

  Benchmark

  Greater than or equal to break-even over the longer term – ongoing deficits are unsustainable
- **Own source revenue** – Councils with higher own source revenue have greater ability to control their own operating performance and financial sustainability

  Benchmark

  Greater than 60% to ensure councils have sufficient flexibility to manage external shocks and challenges
- **Building & Asset Renewal Ratio** – Measures whether council's assets are deteriorating faster than they are being renewed – indicator of whether council's infrastructure backlog is likely to increase

  Benchmark

  Greater than 100% ensures community assets are managed in a sustainable way

Infrastructure & Service Management

- **Infrastructure Backlog Ratio** – Measures how effectively councils are managing their infrastructure. Increasing backlogs may affect council's ability to provide services and remain sustainable

  Benchmark

  Less than 2% ensures infrastructure backlogs are at manageable levels
- **Asset Maintenance Ratio** – Measures whether council is spending enough on maintaining its assets to avoid increasing its infrastructure backlog

  Benchmark

  Greater than 100% ensures councils infrastructure position is not deteriorating
- **Debt Service Ratio** – Indicates whether council is using debt wisely to share the life long cost of assets and avoid excessive rate increases

  Benchmark

Greater than 0% and less than or equal to 20% - it is appropriate that councils should carry some level of debt to ensure inter-generational equity in funding major infrastructure

Efficiency

- **Real Operating Expenditure per capita** – Indicates how well councils are utilising economies of scale and managing service levels to achieve efficiencies

  Benchmark
- Focuses on each council's individual performance over time, rather than comparing with others. A decrease in real expenditure per capita indicates improved efficiency (all things being equal)

Sensitivity Analysis

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at 'what if' scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast; growth is half that forecast, or investment returns are 1% less than forecast in plan.

The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

Inflation

The impact of a 1% increase in inflation each year, including CPI and salary and wages inflation, was modelled and resulted in a $2 m reduction in the unrestricted cash and investment balance or $1.5 m (assuming the increase will increase other charges and revenues but with no flow on effect of increased inflation to the rate pegging increase).

Rate Pegging

The impact of a 1% reduction in rate pegging each year was modelled. The analysis indicated that the unrestricted cash and investment balance would be reduced by $1.9 m at the end of 10 years.

Investment Returns

The impact of a reduction in investment returns of 1% was modelled and the analysis indicated that the unrestricted cash and investment balance would be reduced by $250,000 at the end of 10 year.

Loan Interest Rates

The impact of a 1% increase in loan interest rates was modelled which indicated that unrestricted cash and investments would reduce by $300,000.

Workers Compensation Insurance

Council has a focus on minimising the risk of incidents in the workplace which may lead to workers compensation claims. However, incidents do occur and the nature and impact of claims is difficult to predict. This can lead to significant fluctuations in premium payments from year to year.

Productivity Improvements

As previously indicated the financial projections are based on continuing to secure productivity improvements that will defray the impact of unexpected increases in operating expenditures.

Council is continuing a process to review all services in terms of cost effectiveness and it is anticipated that this review will continue throughout future terms of Council.

Financial Strategies Underpinning the LTFP

This LTFP identifies possible strategies to address the financial challenges identified and ensure Council is financially sustainable into the future. The key strategies underpinning the LTFP are:

- achieving balanced cash budgets
- maintaining a sound financial position
- maintaining a positive unrestricted cash and investment balance
- maintaining service levels at a sustainable level
- progressively increasing funding for asset maintenance and renewal
- maintaining a fair and equitable rating structure

Without the implementation of appropriate financial strategies, Council is clearly not financially sustainable in the long term and as a result, the community aspirations identified and articulated in the CSP will not be able to be achieved.

Identifying Budget Expenditure Reductions

In response to the financial challenges highlighted in this LTFP each department within Council will undertake an ongoing annual review of its current activities and service levels to identify possible opportunities to reduce budget expenditures without significant reductions in service levels.

Productivity Improvements & Initiatives

The continued pursuit of productivity improvements over the period of the plan is a critical component of the strategy developed to deliver financial sustainability.
As previously indicated, Gilgandra Shire Council is committed to a process of continuous improvement and organisational development and this process will continue to deliver productivity improvements that will contribute to addressing unexpected funding gaps that may occur.

Loan Funding

The financial strategies developed to deliver financial sustainability include the utilisation of a number of funding sources to fund new capital works. The funding sources include a combination of rates revenue, reserves, grants and other third party contributions.

In addition to the above sources of funds, the use of loan funds is proposed to fund, or part fund, long lived infrastructure assets where it can be displayed that the loans can be serviced over the period of the loan and that Council's targeted maximum debt service ratio is not exceeded.

The use of loans spreads the financing cost of an asset over a long period of time and provides an alternative to a larger increase in rates in the short to medium term to meet the demand for additional facilities and other required capital works.

Long lived assets are utilised by current users as well as future users. The use of loans enables the cost of long lived assets to be shared between current and future users and therefore supports the concept of intergenerational equity.

As part of the "Fit For The Future" process The NSW State Government has set a benchmark debt service ratio of between 0 and 20%. Recognising the risk associated with high levels of debt, particularly in economically uncertain times, Council has set a target maximum debt service ratio of 5% in its Loan Repayment Level Policy. Projections for the period of this LTFP are generally below this limit.

Financial Modelling

In preparing this LTFP, Council has carried out detailed financial modelling to inform the community of the financial implications of the outcomes and strategies outlined in the Community Strategic Plan and associated actions detailed in Councils Delivery Program.

Key Elements

- Capital Works Program of $51.7m including $47.3m asset renewals
- Borrowings sourced for Capital Projects with intergenerational benefits within Council's debt service ratio policy
- General Rate Revenue increased by rate pegging for the life of this plan.
- Water Charges increased by 5% per annum over the life of the plan.
- Sewer Charges increased by 7% per annum over the life of the plan.
- All amounts are shown in real values (2017/18 dollars)

Appendix 1

Financial Modelling Outputs

The following financial modelling outputs are provided:

- **Projected Income & Expenditure Statement**
- **Projected Cash Flow Statement**
- **Projected Balance Sheet**
- **Key Financial Indicators and Supporting Financial Strategies**

ALL COUNCIL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	5,923,763	6,125,035	6,333,901	6,550,691	6,775,750	7,009,444	7,252,153	7,504,279	7,766,245	8,038,495
User Charges & Fees	13,397,863	14,386,451	14,285,152	14,749,555	15,230,275	15,727,959	16,243,292	16,776,966	17,329,718	17,900,319
Interest & Investment Revenue	468,326	482,376	496,848	511,752	527,105	542,918	559,205	575,982	593,261	610,109
Other Revenues	714,150	727,408	749,230	771,707	794,858	818,704	843,265	868,563	894,620	921,458
Grants & Contributions provided for Operating Purpose	10,321,868	6,880,005	7,081,953	7,284,654	7,493,312	7,707,958	7,931,153	8,167,666	8,413,080	8,666,936
Grants & Contributions provided for Capital Purposes	1,755,000	221,000	227,180	1,003,545	240,102	246,855	503,810	875,975	1,633,354	275,955
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**32,580,970**	**28,822,274**	**29,174,263**	**30,871,905**	**31,061,403**	**32,053,837**	**33,332,878**	**34,769,431**	**36,630,277**	**36,413,271**
Expenses from Continuing Operations										
Employee Costs	13,293,787	13,696,849	14,087,597	14,532,681	14,946,474	15,417,354	15,851,186	16,320,693	16,804,285	17,302,385
Borrowing Costs	175,426	240,872	215,286	188,315	192,585	163,483	130,191	128,864	105,807	134,650
Materials & Contracts	10,480,391	7,494,370	7,685,021	7,979,227	8,153,464	8,475,692	8,650,073	8,939,486	9,177,580	9,452,154
Depreciation & Amortisation	4,034,067	4,034,313	4,034,567	4,034,829	4,035,098	4,035,376	4,035,661	4,035,956	4,036,259	4,036,571
Other Expenses	1,854,265	1,909,893	1,967,190	2,056,205	2,086,992	2,149,601	2,214,089	2,315,512	2,348,927	2,419,395
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**29,837,937**	**27,376,298**	**27,989,662**	**28,791,258**	**29,414,613**	**30,241,506**	**30,881,201**	**31,740,511**	**32,472,858**	**33,345,155**
NET OPERATING RESULT FOR THE YEAR	**2,743,033**	**1,445,976**	**1,184,601**	**2,080,647**	**1,646,790**	**1,812,331**	**2,451,677**	**3,028,920**	**4,157,419**	**3,068,116**
Net Operating Result before capital grants & contributi	**988,033**	**1,224,976**	**957,421**	**1,077,102**	**1,406,688**	**1,565,476**	**1,947,866**	**2,152,945**	**2,524,065**	**2,792,161**

ALL COUNCIL
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	17,137,357	16,268,213	16,661,993	16,890,642	17,233,522	18,257,405	19,752,313	21,448,082	23,405,658	25,241,740
Receivables	1,580,000	1,580,000	1,580,000	1,580,000	1,580,000	1,580,000	1,580,000	1,580,000	1,580,000	1,580,000
Inventories	1,487,000	1,461,000	1,279,000	1,251,000	1,113,000	1,039,000	1,026,000	1,013,000	1,000,000	987,000
Total Current Assets	**20,204,357**	**19,309,213**	**19,520,993**	**19,721,642**	**19,926,522**	**20,876,405**	**22,358,313**	**24,041,082**	**25,985,658**	**27,808,740**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Infrastructure, Property, Plant & Equipment	286,060,184	287,796,890	288,139,715	290,198,826	290,959,939	291,112,489	291,810,604	292,777,864	295,794,311	296,389,048
Total Non Current Assets	**286,210,184**	**287,946,890**	**288,289,715**	**290,348,826**	**291,109,939**	**291,262,489**	**291,960,604**	**292,927,864**	**295,944,311**	**296,539,048**
TOTAL ASSETS	**306,414,541**	**307,256,103**	**307,810,708**	**310,070,468**	**311,036,461**	**312,138,894**	**314,318,917**	**316,968,946**	**321,929,970**	**324,347,789**
LIABILITIES										
Current Liabilities										
Payables	12,420,000	12,420,000	12,420,000	12,420,000	12,420,000	12,420,000	12,420,000	12,420,000	12,420,000	12,420,000
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	604,415	629,996	590,887	680,797	709,898	521,654	583,891	211,515	211,515	211,515
Provisions	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000
Total Current Liabilities	**16,415,415**	**16,440,996**	**16,401,887**	**16,491,797**	**16,520,898**	**16,332,654**	**16,394,891**	**16,022,515**	**16,022,515**	**16,022,515**
Non Current Liabilities										
Borrowings	4,830,093	4,200,097	3,609,210	3,698,413	2,988,515	2,466,861	2,132,970	2,126,455	2,930,060	2,279,763
Provisions	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
Total Non Current Liabilities	**5,493,093**	**4,863,097**	**4,272,210**	**4,361,413**	**3,651,515**	**3,129,861**	**2,795,970**	**2,789,455**	**3,593,060**	**2,942,763**
TOTAL LIABILITIES	**21,908,508**	**21,304,093**	**20,674,097**	**20,853,210**	**20,172,413**	**19,462,515**	**19,190,861**	**18,811,970**	**19,615,575**	**18,965,278**
NET ASSETS	**284,506,033**	**285,952,010**	**287,136,611**	**289,217,258**	**290,864,048**	**292,676,379**	**295,128,056**	**298,156,976**	**302,314,395**	**305,382,511**
EQUITY										
Retained Earnings	79,076,264	80,522,240	81,706,841	83,787,488	85,434,279	87,246,610	89,698,286	92,727,206	96,884,625	99,952,741
Revaluation Reserves	205,571,000	205,571,000	205,571,000	205,571,000	205,571,000	205,571,000	205,571,000	205,571,000	205,571,000	205,571,000
TOTAL EQUITY	**284,647,264**	**286,093,240**	**287,277,841**	**289,358,488**	**291,005,279**	**292,817,610**	**295,269,286**	**298,298,206**	**302,455,625**	**305,523,741**

ALL COUNCIL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	5,923,763	6,125,035	6,333,901	6,550,691	6,775,750	7,009,444	7,252,153	7,504,279	7,766,245	8,038,495
User Charges & Fees	13,397,863	14,386,451	14,285,152	14,749,555	15,230,275	15,727,959	16,243,292	16,776,966	17,329,718	17,900,319
Interest & Investment Revenue	468,326	482,376	496,848	511,752	527,105	542,918	559,205	575,982	593,261	610,109
Grants & Contributions	12,076,868	7,101,005	7,309,133	8,288,200	7,733,414	7,954,813	8,434,963	9,043,641	10,046,434	8,942,890
Other	714,150	727,408	749,230	771,707	794,858	818,704	843,265	868,563	894,620	921,458
Payments:										
Employee Costs	-13,293,787	-13,696,849	-14,087,597	-14,532,681	-14,946,474	-15,417,354	-15,851,186	-16,320,693	-16,804,285	-17,302,385
Materials & Contracts	-10,390,391	-7,468,370	-7,503,021	-7,951,227	-8,015,464	-8,401,692	-8,637,073	-8,926,486	-9,164,580	-9,439,154
Borrowing Costs	-175,426	-240,872	-215,286	-188,315	-192,585	-163,483	-130,191	-128,864	-105,807	-134,650
Other	-1,854,265	-1,909,893	-1,967,190	-2,056,205	-2,086,992	-2,149,601	-2,214,089	-2,315,512	-2,348,927	-2,419,395
Net Cash provided (or used in) Operating Activities	**6,867,100**	**5,506,290**	**5,401,168**	**6,143,476**	**5,819,888**	**5,921,706**	**6,500,338**	**7,077,876**	**8,206,678**	**7,117,687**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	483,700	581,200	352,000	589,400	481,900	368,200	429,800	429,800	429,800	449,800
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-10,021,951	-6,352,219	-4,729,393	-6,683,339	-5,278,111	-4,556,126	-5,163,576	-5,433,016	-7,482,506	-5,081,108
Net Cash provided (or used in) Investing Activities	**-9,538,251**	**-5,771,019**	**-4,377,393**	**-6,093,939**	**-4,796,211**	**-4,187,926**	**-4,733,776**	**-5,003,216**	**-7,052,706**	**-4,631,308**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	2,300,000	0	0	770,000	0	0	250,000	205,000	1,365,000	0
Proceeds from Retirement Complex Contributions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:										
Repayment of Borrowings & Advances	-574,492	-604,415	-629,996	-590,887	-680,797	-709,898	-521,654	-583,891	-561,395	-650,297
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	**1,725,508**	**-604,415**	**-629,996**	**179,113**	**-680,797**	**-709,898**	**-271,654**	**-378,891**	**803,605**	**-650,297**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**-945,643**	**-869,144**	**393,779**	**228,649**	**342,880**	**1,023,882**	**1,494,908**	**1,695,769**	**1,957,577**	**1,836,082**
plus Cash & Equivalents at beginning of year	**18,083,000**	**17,137,357**	**16,268,213**	**16,661,993**	**16,890,642**	**17,233,522**	**18,257,405**	**19,752,313**	**21,448,082**	**23,405,658**
CASH & EQUIVALENTS AT YEAR END	**17,137,357**	**16,268,213**	**16,661,993**	**16,890,642**	**17,233,522**	**18,257,405**	**19,752,313**	**21,448,082**	**23,405,658**	**25,241,740**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**17,137,357**	**16,268,213**	**16,661,993**	**16,890,642**	**17,233,522**	**18,257,405**	**19,752,313**	**21,448,082**	**23,405,658**	**25,241,740**

ALL COUNCIL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	8.42%	5.02%	4.06%	6.74%	5.30%	5.65%	7.36%	8.71%	11.35%	8.43%
Achieve better than 0%										
Own Source Revenue Ratio	62.93%	75.36%	74.95%	73.15%	75.10%	75.18%	74.69%	73.99%	72.57%	75.44%
Achieve better than 60%										
Building & Asset Renewals Ratio	208.06%	115.32%	102.07%	157.59%	119.10%	104.22%	97.48%	103.27%	200.89%	101.60%
Achieve better than 100%										
Infrastructure Backlog Ratio	2.74%	2.54%	2.37%	2.17%	2.00%	1.82%	1.64%	1.46%	1.28%	1.28%
Achieve less than 2%										
Asset Maintenance Ratio	164.30%	102.67%	104.05%	105.43%	106.81%	108.19%	109.58%	110.96%	112.34%	113.72%
Achieve better than 100%										
Debt Service Ratio	3.11%	3.33%	3.29%	2.94%	3.19%	3.09%	2.24%	2.37%	2.14%	2.44%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	6.22	6.09	5.91	5.73	5.11	5.07	5.06	5.02	5.16	5.27
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	2,300,000	0	0	770,000	0	0	250,000	205,000	1,365,000	0
Increase above CPI in Rural Roads Expenditure	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540	855,457	881,120
Increase in Rural Roads Renewls Expenditure	408,806	421,070	433,702	446,713	460,115	473,918	488,136	502,780	517,863	533,399
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

GENERAL FUND
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	5,159,810	5,313,806	5,472,421	5,635,795	5,804,070	5,977,393	6,155,916	6,339,795	6,529,190	6,724,267
User Charges & Fees	4,486,478	4,624,407	4,761,325	4,902,349	5,047,605	5,197,218	5,351,334	5,510,074	5,673,577	5,841,984
Interest & Investment Revenue	187,913	193,550	199,357	205,338	211,498	217,843	224,378	231,109	238,043	245,184
Other Revenues	345,440	355,803	366,477	377,472	388,796	400,460	412,473	424,848	437,593	450,721
Grants & Contributions provided for Operating Purpose	9,744,965	6,288,508	6,471,430	6,659,691	6,853,445	7,052,845	7,259,657	7,477,447	7,701,770	7,932,823
Grants & Contributions provided for Capital Purposes	1,755,000	221,000	227,180	1,003,545	240,102	246,855	503,810	875,975	268,354	275,955
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**21,679,606**	**16,997,074**	**17,498,190**	**18,784,190**	**18,545,515**	**19,092,613**	**19,907,570**	**20,859,248**	**20,848,527**	**21,470,934**
Expenses from Continuing Operations										
Employee Costs	6,085,049	6,271,849	6,439,847	6,655,498	6,832,975	7,060,451	7,243,575	7,454,854	7,672,471	7,896,617
Borrowing Costs	138,555	208,315	187,198	165,007	174,235	150,326	122,468	125,383	105,807	87,487
Materials & Contracts	8,432,224	5,384,759	5,512,121	5,741,140	5,848,235	6,101,306	6,204,455	6,420,499	6,583,024	6,779,761
Depreciation & Amortisation	3,011,077	3,011,077	3,011,077	3,011,077	3,011,077	3,011,077	3,011,077	3,011,077	3,011,077	3,011,077
Other Expenses	1,377,990	1,419,330	1,461,910	1,535,767	1,550,940	1,597,468	1,645,392	1,729,754	1,745,597	1,797,964
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**19,044,896**	**16,295,329**	**16,612,153**	**17,108,489**	**17,417,462**	**17,920,628**	**18,226,968**	**18,741,567**	**19,117,975**	**19,572,906**
NET OPERATING RESULT FOR THE YEAR	**2,634,710**	**701,745**	**886,037**	**1,675,701**	**1,128,053**	**1,171,985**	**1,680,602**	**2,117,681**	**1,730,551**	**1,898,027**
Net Operating Result before capital grants & contributi	**879,710**	**480,745**	**658,857**	**672,155**	**887,951**	**925,131**	**1,176,791**	**1,241,706**	**1,462,197**	**1,622,073**

GENERAL FUND
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	7,398,056	7,322,506	7,720,761	7,757,024	8,034,415	8,485,114	9,173,335	9,941,803	10,801,748	11,237,899
Receivables	1,007,880	1,007,880	1,007,880	1,007,880	1,007,880	1,007,880	1,007,880	1,007,880	1,007,880	1,007,880
Inventories	1,459,318	1,433,318	1,251,318	1,223,318	1,085,318	1,011,318	998,318	985,318	972,318	959,318
Total Current Assets	**9,865,254**	**9,763,704**	**9,979,959**	**9,988,222**	**10,127,613**	**10,504,312**	**11,179,533**	**11,935,001**	**12,781,946**	**13,205,097**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	109,000	109,000	109,000	109,000	109,000	109,000	109,000	109,000	109,000	109,000
Infrastructure, Property, Plant & Equipment	234,376,650	234,675,592	234,819,908	236,775,770	237,197,905	237,402,754	238,261,452	239,333,591	239,656,220	240,551,451
Total Non Current Assets	**234,485,650**	**234,784,592**	**234,928,908**	**236,884,770**	**237,306,905**	**237,511,754**	**238,370,452**	**239,442,591**	**239,765,220**	**240,660,451**
TOTAL ASSETS	**244,350,904**	**244,548,297**	**244,908,867**	**246,872,992**	**247,434,517**	**248,016,066**	**249,549,986**	**251,377,592**	**252,547,167**	**253,865,549**
LIABILITIES										
Current Liabilities										
Payables	1,269,698	1,269,698	1,269,698	1,269,698	1,269,698	1,269,698	1,269,698	1,269,698	1,269,698	1,269,698
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	504,353	525,466	481,576	566,528	590,437	396,682	495,074	210,682	140,632	138,423
Provisions	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000	3,391,000
Total Current Liabilities	**5,165,051**	**5,186,164**	**5,142,274**	**5,227,226**	**5,251,135**	**5,057,380**	**5,155,772**	**4,871,380**	**4,801,330**	**4,799,121**
Non Current Liabilities										
Borrowings	4,166,988	3,641,522	3,159,946	3,363,418	2,772,981	2,376,299	2,131,225	2,125,543	1,634,616	1,057,180
Provisions	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000	663,000
Total Non Current Liabilities	**4,829,988**	**4,304,522**	**3,822,946**	**4,026,418**	**3,435,981**	**3,039,299**	**2,794,225**	**2,788,543**	**2,297,616**	**1,720,180**
TOTAL LIABILITIES	**9,995,039**	**9,490,686**	**8,965,220**	**9,253,644**	**8,687,116**	**8,096,679**	**7,949,997**	**7,659,923**	**7,098,946**	**6,519,301**
NET ASSETS	**234,355,865**	**235,057,611**	**235,943,647**	**237,619,348**	**238,747,401**	**239,919,387**	**241,599,989**	**243,717,669**	**245,448,221**	**247,346,248**
EQUITY										
Retained Earnings	52,400,577	53,102,322	53,988,359	55,664,060	56,792,113	57,964,099	59,644,700	61,762,381	63,492,932	65,390,960
Revaluation Reserves	182,096,519	182,096,519	182,096,519	182,096,519	182,096,519	182,096,519	182,096,519	182,096,519	182,096,519	182,096,519
TOTAL EQUITY	**234,497,096**	**235,198,841**	**236,084,878**	**237,760,579**	**238,888,632**	**240,060,618**	**241,741,219**	**243,858,900**	**245,589,451**	**247,487,479**

GENERAL FUND
PROJECTED CASH FLOW STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	5,159,810	5,313,806	5,472,421	5,635,795	5,804,070	5,977,393	6,155,916	6,339,795	6,529,190	6,724,267
User Charges & Fees	4,486,478	4,624,407	4,761,325	4,902,349	5,047,605	5,197,218	5,351,334	5,510,074	5,673,577	5,841,984
Interest & Investment Revenue	187,913	193,550	199,357	205,338	211,498	217,843	224,378	231,109	238,043	245,184
Grants & Contributions	11,499,965	6,509,508	6,698,610	7,663,237	7,093,547	7,299,699	7,763,467	8,353,421	7,970,124	8,208,778
Other	345,440	355,803	366,477	377,472	388,796	400,460	412,473	424,848	437,593	450,721
Payments:										
Employee Costs	-6,085,049	-6,271,849	-6,439,847	-6,655,498	-6,832,975	-7,060,451	-7,243,575	-7,454,854	-7,672,471	-7,896,617
Materials & Contracts	-8,342,224	-5,358,759	-5,330,121	-5,713,140	-5,710,235	-6,027,306	-6,191,455	-6,407,499	-6,570,024	-6,766,761
Borrowing Costs	-138,555	-208,315	-187,198	-165,007	-174,235	-150,326	-122,468	-125,383	-105,807	-87,487
Other	-1,377,990	-1,419,330	-1,461,910	-1,535,767	-1,550,940	-1,597,468	-1,645,392	-1,729,754	-1,745,597	-1,797,964
Net Cash provided (or used in) Operating Activities	**5,735,787**	**3,738,822**	**4,079,114**	**4,714,778**	**4,277,130**	**4,257,062**	**4,704,679**	**5,141,758**	**4,754,628**	**4,922,104**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	458,700	536,200	327,000	564,400	456,900	323,200	404,800	404,800	404,800	404,800
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-8,218,451	-3,846,219	-3,482,393	-5,531,339	-3,890,111	-3,539,126	-4,274,576	-4,488,016	-3,738,506	-4,311,108
Net Cash provided (or used in) Investing Activities	**-7,759,751**	**-3,310,019**	**-3,155,393**	**-4,966,939**	**-3,433,211**	**-3,215,926**	**-3,869,776**	**-4,083,216**	**-3,333,706**	**-3,906,308**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	2,300,000	0	0	770,000	0	0	250,000	205,000	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-478,746	-504,353	-525,466	-481,576	-566,528	-590,437	-396,682	-495,074	-560,977	-579,645
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	**1,821,254**	**-504,353**	**-525,466**	**288,424**	**-566,528**	**-590,437**	**-146,682**	**-290,074**	**-560,977**	**-579,645**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**-202,710**	**-75,549**	**398,255**	**36,262**	**277,391**	**450,699**	**688,221**	**768,468**	**859,945**	**436,151**
plus Cash & Equivalents at beginning of year	**3,694,997**	**3,492,287**	**3,416,738**	**3,814,993**	**3,851,255**	**4,128,646**	**4,579,345**	**5,267,566**	**6,036,034**	**6,895,979**
CASH & EQUIVALENTS AT YEAR END	**3,492,287**	**3,416,738**	**3,814,993**	**3,851,255**	**4,128,646**	**4,579,345**	**5,267,566**	**6,036,034**	**6,895,979**	**7,332,131**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**3,492,287**	**3,416,738**	**3,814,993**	**3,851,255**	**4,128,646**	**4,579,345**	**5,267,566**	**6,036,034**	**6,895,979**	**7,332,131**

GENERAL FUND
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	12.15%	4.13%	5.06%	8.92%	6.08%	6.14%	8.44%	10.15%	8.30%	8.84%
Achieve better than 0%										
Own Source Revenue Ratio	46.95%	61.70%	61.72%	59.20%	61.75%	61.77%	61.00%	59.95%	61.77%	61.77%
Achieve better than 60%										
Building & Asset Renewals Ratio	234.46%	106.60%	96.42%	181.07%	117.00%	110.16%	108.05%	111.18%	114.40%	117.72%
Achieve better than 100%										
Infrastructure Backlog Ratio	1.92%	1.70%	1.48%	1.26%	1.04%	0.83%	0.61%	0.40%	0.19%	-0.02%
Achieve less than 2%										
Asset Maintenance Ratio	171.84%	97.98%	99.64%	101.30%	102.95%	104.61%	106.26%	107.92%	109.57%	111.23%
Achieve better than 100%										
Debt Service Ratio	4.49%	5.03%	4.88%	4.30%	4.79%	4.65%	3.16%	3.67%	3.83%	3.72%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	3.97	3.89	3.77	3.66	3.04	3.01	3.01	2.97	3.06	3.11
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	2,300,000	0	0	770,000	0	0	250,000	205,000	0	0
Increase above CPI in Rural Roads Expenditure	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540	855,457	881,120
Increase in Rural Roads Renewls Expenditure	408,806	421,070	433,702	446,713	460,115	473,918	488,136	502,780	517,863	533,399
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

WATER SUPPLY
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	364,805	383,179	402,476	422,741	444,025	466,376	489,850	514,502	540,392	567,581
User Charges & Fees	588,694	617,715	648,175	680,144	713,699	748,919	785,885	824,685	865,411	908,157
Interest & Investment Revenue	76,933	79,241	81,618	84,067	86,589	89,186	91,862	94,618	97,456	100,380
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purpose	25,348	24,681	28,028	26,228	24,386	22,412	20,949	21,251	21,753	22,840
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**1,055,780**	**1,104,816**	**1,160,297**	**1,213,180**	**1,268,699**	**1,326,893**	**1,388,546**	**1,455,056**	**1,525,012**	**1,598,958**
Expenses from Continuing Operations										
Employee Costs	245,796	253,170	260,765	268,588	276,645	284,945	293,493	302,298	311,367	320,708
Borrowing Costs	19,465	17,118	14,693	12,035	9,283	6,381	3,327	916	0	0
Materials & Contracts	347,745	358,178	368,923	379,991	391,390	403,132	415,226	427,683	440,513	453,729
Depreciation & Amortisation	473,860	473,860	473,860	473,860	473,860	473,860	473,860	473,860	473,860	473,860
Other Expenses	148,615	153,073	157,666	162,396	167,267	172,286	177,454	182,778	188,261	193,909
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**1,235,481**	**1,255,399**	**1,275,906**	**1,296,869**	**1,318,446**	**1,340,603**	**1,363,360**	**1,387,534**	**1,414,001**	**1,442,205**
NET OPERATING RESULT FOR THE YEAR	**-179,701**	**-150,583**	**-115,610**	**-83,689**	**-49,747**	**-13,710**	**25,186**	**67,522**	**111,011**	**156,753**
Net Operating Result before capital grants & contributi	**-179,701**	**-150,583**	**-115,610**	**-83,689**	**-49,747**	**-13,710**	**25,186**	**67,522**	**111,011**	**156,753**

WATER SUPPLY
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,277,495	2,087,281	2,105,615	2,148,213	2,281,999	2,493,921	2,757,609	3,101,618	3,516,488	3,977,101
Receivables	232,000	232,000	232,000	232,000	232,000	232,000	232,000	232,000	232,000	232,000
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**2,509,495**	**2,319,281**	**2,337,615**	**2,380,213**	**2,513,999**	**2,725,921**	**2,989,609**	**3,333,618**	**3,748,488**	**4,209,101**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Infrastructure, Property, Plant & Equipment	14,834,982	14,827,122	14,643,262	14,464,402	14,225,542	13,941,682	13,641,822	13,341,962	13,038,102	12,734,242
Total Non Current Assets	**14,861,982**	**14,854,122**	**14,670,262**	**14,491,402**	**14,252,542**	**13,968,682**	**13,668,822**	**13,368,962**	**13,065,102**	**12,761,242**
TOTAL ASSETS	**17,371,477**	**17,173,403**	**17,007,877**	**16,871,615**	**16,766,541**	**16,694,603**	**16,658,431**	**16,702,580**	**16,813,590**	**16,970,343**
LIABILITIES										
Current Liabilities										
Payables	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000	92,000
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	47,491	49,916	52,574	55,326	58,228	61,359	23,373	231	231	231
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**139,491**	**141,916**	**144,574**	**147,326**	**150,228**	**153,359**	**115,373**	**92,231**	**92,231**	**92,231**
Non Current Liabilities										
Borrowings	301,451	251,535	198,961	143,635	85,407	24,048	675	444	444	444
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	**301,451**	**251,535**	**198,961**	**143,635**	**85,407**	**24,048**	**675**	**444**	**444**	**444**
TOTAL LIABILITIES	**440,942**	**393,451**	**343,535**	**290,961**	**235,635**	**177,407**	**116,048**	**92,675**	**92,675**	**92,675**
NET ASSETS	**16,930,535**	**16,779,952**	**16,664,342**	**16,580,654**	**16,530,906**	**16,517,196**	**16,542,383**	**16,609,905**	**16,720,915**	**16,877,668**
EQUITY										
Retained Earnings	10,689,535	10,538,952	10,423,342	10,339,654	10,289,906	10,276,196	10,301,383	10,368,905	10,479,915	10,636,668
Revaluation Reserves	6,241,000	6,241,000	6,241,000	6,241,000	6,241,000	6,241,000	6,241,000	6,241,000	6,241,000	6,241,000
TOTAL EQUITY	**16,930,535**	**16,779,952**	**16,664,342**	**16,580,654**	**16,530,906**	**16,517,196**	**16,542,383**	**16,609,905**	**16,720,915**	**16,877,668**

WATER SUPPLY
PROJECTED CASH FLOW STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	364,805	383,179	402,476	422,741	444,025	466,376	489,850	514,502	540,392	567,581
User Charges & Fees	588,694	617,715	648,175	680,144	713,699	748,919	785,885	824,685	865,411	908,157
Interest & Investment Revenue	76,933	79,241	81,618	84,067	86,589	89,186	91,862	94,618	97,456	100,380
Grants & Contributions	25,348	24,681	28,028	26,228	24,386	22,412	20,949	21,251	21,753	22,840
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-245,796	-253,170	-260,765	-268,588	-276,645	-284,945	-293,493	-302,298	-311,367	-320,708
Materials & Contracts	-347,745	-358,178	-368,923	-379,991	-391,390	-403,132	-415,226	-427,683	-440,513	-453,729
Borrowing Costs	-19,465	-17,118	-14,693	-12,035	-9,283	-6,381	-3,327	-916	0	0
Other	-148,615	-153,073	-157,666	-162,396	-167,267	-172,286	-177,454	-182,778	-188,261	-193,909
Net Cash provided (or used in) Operating Activities	**294,159**	**323,277**	**358,250**	**390,171**	**424,113**	**460,150**	**499,046**	**541,382**	**584,871**	**630,613**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-369,500	-466,000	-290,000	-295,000	-235,000	-190,000	-174,000	-174,000	-170,000	-170,000
Net Cash provided (or used in) Investing Activities	**-369,500**	**-466,000**	**-290,000**	**-295,000**	**-235,000**	**-190,000**	**-174,000**	**-174,000**	**-170,000**	**-170,000**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-45,143	-47,491	-49,916	-52,574	-55,326	-58,228	-61,359	-23,373	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	**-45,143**	**-47,491**	**-49,916**	**-52,574**	**-55,326**	**-58,228**	**-61,359**	**-23,373**	**0**	**0**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**-120,484**	**-190,214**	**18,334**	**42,597**	**133,787**	**211,922**	**263,687**	**344,009**	**414,871**	**460,613**
plus Cash & Equivalents at beginning of year	**2,397,979**	**2,277,495**	**2,087,281**	**2,105,615**	**2,148,213**	**2,281,999**	**2,493,921**	**2,757,609**	**3,101,618**	**3,516,488**
CASH & EQUIVALENTS AT YEAR END	**2,277,495**	**2,087,281**	**2,105,615**	**2,148,213**	**2,281,999**	**2,493,921**	**2,757,609**	**3,101,618**	**3,516,488**	**3,977,101**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**2,277,495**	**2,087,281**	**2,105,615**	**2,148,213**	**2,281,999**	**2,493,921**	**2,757,609**	**3,101,618**	**3,516,488**	**3,977,101**

WATER SUPPLY
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	-17.02%	-13.63%	-9.96%	-6.90%	-3.92%	-1.03%	1.81%	4.64%	7.28%	9.80%
Achieve better than 0%										
Own Source Revenue Ratio	97.60%	97.77%	97.58%	97.84%	98.08%	98.31%	98.49%	98.54%	98.57%	98.57%
Achieve better than 60%										
Building & Asset Renewals Ratio	77.98%	98.34%	61.20%	62.25%	49.59%	40.10%	36.72%	36.72%	35.88%	35.88%
Achieve better than 100%										
Infrastructure Backlog Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve less than 2%										
Asset Maintenance Ratio	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%
Achieve better than 100%										
Debt Service Ratio	6.12%	5.85%	5.57%	5.33%	5.09%	4.87%	4.66%	1.67%	0.00%	0.00%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	0.26	0.25	0.24	0.24	0.23	0.23	0.23	0.23	0.23	0.23
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

SEWERAGE SERVICES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	399,148	428,050	459,004	492,154	527,656	565,674	606,386	649,981	696,663	746,647
User Charges & Fees	548,924	587,349	628,464	672,457	719,528	769,895	823,788	881,453	943,155	1,007,175
Interest & Investment Revenue	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	31,669
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purpose	19,294	19,947	20,647	21,418	22,254	23,143	24,131	25,204	26,512	28,367
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	1,365,000	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**992,366**	**1,061,096**	**1,134,637**	**1,213,347**	**1,297,575**	**1,387,695**	**1,484,156**	**1,587,386**	**3,062,998**	**1,813,858**
Expenses from Continuing Operations										
Employee Costs	295,085	303,937	313,055	322,447	332,120	342,084	352,346	362,917	373,804	385,018
Borrowing Costs	4,973	4,411	3,827	3,221	2,591	1,936	1,256	733	0	47,163
Materials & Contracts	286,893	295,500	304,365	313,496	322,901	332,588	342,566	352,843	363,428	374,331
Depreciation & Amortisation	291,492	291,492	291,492	291,492	291,492	291,492	291,492	291,492	291,492	291,492
Other Expenses	96,838	99,743	102,735	105,817	108,992	112,262	115,630	119,099	122,671	126,352
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**975,281**	**995,083**	**1,015,475**	**1,036,474**	**1,058,096**	**1,080,362**	**1,103,290**	**1,127,083**	**1,151,396**	**1,224,356**
NET OPERATING RESULT FOR THE YEAR	**17,085**	**66,013**	**119,162**	**176,874**	**239,479**	**307,333**	**380,866**	**460,303**	**1,911,602**	**589,502**
Net Operating Result before capital grants & contributi	**17,085**	**66,013**	**119,162**	**176,874**	**239,479**	**307,333**	**380,866**	**460,303**	**546,602**	**589,502**

SEWERAGE SERVICES
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	325,963	238,448	91,498	-8,347	-312,217	-277,887	-78,703	93,393	542,488	1,007,901
Receivables	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**387,963**	**300,448**	**153,498**	**53,653**	**-250,217**	**-215,887**	**-16,703**	**155,393**	**604,488**	**1,069,901**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Infrastructure, Property, Plant & Equipment	14,145,105	14,283,613	14,534,121	14,794,629	15,321,137	15,576,645	15,740,153	16,009,661	18,837,169	18,890,677
Total Non Current Assets	**14,159,105**	**14,297,613**	**14,548,121**	**14,808,629**	**15,335,137**	**15,590,645**	**15,754,153**	**16,023,661**	**18,851,169**	**18,904,677**
TOTAL ASSETS	**14,547,068**	**14,598,061**	**14,701,619**	**14,862,282**	**15,084,920**	**15,374,758**	**15,737,450**	**16,179,054**	**19,455,657**	**19,974,578**
LIABILITIES										
Current Liabilities										
Payables	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	15,020	15,604	16,211	16,841	17,495	18,175	18,698	184	70,581	72,861
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**61,020**	**61,604**	**62,211**	**62,841**	**63,495**	**64,175**	**64,698**	**46,184**	**116,581**	**118,861**
Non Current Liabilities										
Borrowings	103,605	88,001	71,790	54,949	37,454	19,279	581	397	1,295,000	1,222,139
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	**103,605**	**88,001**	**71,790**	**54,949**	**37,454**	**19,279**	**581**	**397**	**1,295,000**	**1,222,139**
TOTAL LIABILITIES	**164,625**	**149,605**	**134,001**	**117,790**	**100,949**	**83,454**	**65,279**	**46,581**	**1,411,581**	**1,341,000**
NET ASSETS	**14,382,443**	**14,448,456**	**14,567,618**	**14,744,492**	**14,983,971**	**15,291,304**	**15,672,171**	**16,132,473**	**18,044,076**	**18,633,578**
EQUITY										
Retained Earnings	5,620,443	5,686,456	5,805,618	5,982,492	6,221,971	6,529,304	6,910,171	7,370,473	9,282,076	9,871,578
Revaluation Reserves	8,762,000	8,762,000	8,762,000	8,762,000	8,762,000	8,762,000	8,762,000	8,762,000	8,762,000	8,762,000
TOTAL EQUITY	**14,382,443**	**14,448,456**	**14,567,618**	**14,744,492**	**14,983,971**	**15,291,304**	**15,672,171**	**16,132,473**	**18,044,076**	**18,633,578**

SEWERAGE SERVICES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	399,148	428,050	459,004	492,154	527,656	565,674	606,386	649,981	696,663	746,647
User Charges & Fees	548,924	587,349	628,464	672,457	719,528	769,895	823,788	881,453	943,155	1,007,175
Interest & Investment Revenue	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	31,669
Grants & Contributions	19,294	19,947	20,647	21,418	22,254	23,143	24,131	25,204	1,391,512	28,367
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-295,085	-303,937	-313,055	-322,447	-332,120	-342,084	-352,346	-362,917	-373,804	-385,018
Materials & Contracts	-286,893	-295,500	-304,365	-313,496	-322,901	-332,588	-342,566	-352,843	-363,428	-374,331
Borrowing Costs	-4,973	-4,411	-3,827	-3,221	-2,591	-1,936	-1,256	-733	0	-47,163
Other	-96,838	-99,743	-102,735	-105,817	-108,992	-112,262	-115,630	-119,099	-122,671	-126,352
Net Cash provided (or used in) Operating Activities	**308,577**	**357,505**	**410,654**	**468,366**	**530,971**	**598,825**	**672,358**	**751,795**	**2,203,094**	**880,994**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-749,000	-430,000	-542,000	-552,000	-818,000	-547,000	-455,000	-561,000	-3,119,000	-345,000
Net Cash provided (or used in) Investing Activities	**-749,000**	**-430,000**	**-542,000**	**-552,000**	**-818,000**	**-547,000**	**-455,000**	**-561,000**	**-3,119,000**	**-345,000**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	1,365,000	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-14,458	-15,020	-15,604	-16,211	-16,841	-17,495	-18,175	-18,698	0	-70,581
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	**-14,458**	**-15,020**	**-15,604**	**-16,211**	**-16,841**	**-17,495**	**-18,175**	**-18,698**	**1,365,000**	**-70,581**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**-454,881**	**-87,515**	**-146,950**	**-99,845**	**-303,870**	**34,330**	**199,183**	**172,097**	**449,094**	**465,413**
plus Cash & Equivalents at beginning of year	**780,844**	**325,963**	**238,448**	**91,498**	**-8,347**	**-312,217**	**-277,887**	**-78,703**	**93,393**	**542,488**
CASH & EQUIVALENTS AT YEAR END	**325,963**	**238,448**	**91,498**	**-8,347**	**-312,217**	**-277,887**	**-78,703**	**93,393**	**542,488**	**1,007,901**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**325,963**	**238,448**	**91,498**	**-8,347**	**-312,217**	**-277,887**	**-78,703**	**93,393**	**542,488**	**1,007,901**

SEWERAGE SERVICES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	1.72%	6.22%	10.50%	14.58%	18.46%	22.15%	25.66%	29.00%	62.41%	32.50%
Achieve better than 0%										
Own Source Revenue Ratio	98.06%	98.12%	98.18%	98.23%	98.28%	98.33%	98.37%	98.41%	54.57%	98.44%
Achieve better than 60%										
Building & Asset Renewals Ratio	256.95%	147.52%	185.94%	189.37%	280.63%	187.66%	156.09%	192.46%	1070.01%	118.36%
Achieve better than 100%										
Infrastructure Backlog Ratio	21.21%	21.00%	20.64%	20.28%	19.58%	19.26%	19.06%	18.74%	15.93%	15.88%
Achieve less than 2%										
Asset Maintenance Ratio	119.76%	119.76%	119.76%	119.76%	119.76%	119.76%	119.76%	119.76%	119.76%	119.76%
Achieve better than 100%										
Debt Service Ratio	1.96%	1.83%	1.71%	1.60%	1.50%	1.40%	1.31%	1.22%	0.00%	6.49%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	0.20	0.20	0.19	0.19	0.19	0.18	0.18	0.18	0.18	0.19
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

ORANA LIFESTYLE DIRECTIONS
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,578,607	4,235,965	3,796,544	3,910,440	4,027,754	4,148,586	4,273,044	4,401,235	4,533,272	4,669,270
Interest & Investment Revenue	47,943	49,381	50,863	52,389	53,960	55,579	57,246	58,964	60,733	62,555
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purpose	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**3,626,550**	**4,285,347**	**3,847,407**	**3,962,829**	**4,081,714**	**4,204,165**	**4,330,290**	**4,460,199**	**4,594,005**	**4,731,825**
Expenses from Continuing Operations										
Employee Costs	3,142,338	3,236,608	3,333,706	3,433,718	3,536,729	3,642,831	3,752,116	3,864,679	3,980,620	4,100,038
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	255,341	263,001	270,891	279,018	287,389	296,010	304,891	314,037	323,458	333,162
Depreciation & Amortisation	54,944	54,944	54,944	54,944	54,944	54,944	54,944	54,944	54,944	54,944
Other Expenses	48,681	50,141	51,646	53,195	54,791	56,435	58,128	59,871	61,668	63,518
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**3,501,304**	**3,604,695**	**3,711,187**	**3,820,875**	**3,933,853**	**4,050,220**	**4,170,078**	**4,293,532**	**4,420,690**	**4,551,662**
NET OPERATING RESULT FOR THE YEAR	**125,246**	**680,652**	**136,220**	**141,954**	**147,861**	**153,946**	**160,212**	**166,667**	**173,315**	**180,163**
Net Operating Result before capital grants & contributi	**125,246**	**680,652**	**136,220**	**141,954**	**147,861**	**153,946**	**160,212**	**166,667**	**173,315**	**180,163**

ORANA LIFESTYLE DIRECTIONS
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,503,550	1,054,146	1,160,309	1,272,208	1,390,013	1,513,903	1,644,059	1,780,670	1,923,929	2,074,036
Receivables	28,996	28,996	28,996	28,996	28,996	28,996	28,996	28,996	28,996	28,996
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**1,532,546**	**1,083,142**	**1,189,305**	**1,301,204**	**1,419,009**	**1,542,899**	**1,673,055**	**1,809,666**	**1,952,925**	**2,103,032**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	2,422,790	3,552,846	3,582,902	3,612,958	3,643,014	3,673,070	3,703,126	3,733,182	3,763,238	3,793,294
Total Non Current Assets	**2,422,790**	**3,552,846**	**3,582,902**	**3,612,958**	**3,643,014**	**3,673,070**	**3,703,126**	**3,733,182**	**3,763,238**	**3,793,294**
TOTAL ASSETS	**3,955,336**	**4,635,988**	**4,772,207**	**4,914,162**	**5,062,023**	**5,215,969**	**5,376,181**	**5,542,848**	**5,716,163**	**5,896,326**
LIABILITIES										
Current Liabilities										
Payables	23,212	23,212	23,212	23,212	23,212	23,212	23,212	23,212	23,212	23,212
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL LIABILITIES	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**	**23,212**
NET ASSETS	**3,932,124**	**4,612,776**	**4,748,995**	**4,890,950**	**5,038,811**	**5,192,757**	**5,352,969**	**5,519,636**	**5,692,951**	**5,873,114**
EQUITY										
Retained Earnings	3,223,313	3,903,965	4,040,184	4,182,139	4,330,000	4,483,946	4,644,158	4,810,825	4,984,140	5,164,303
Revaluation Reserves	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811
TOTAL EQUITY	**3,932,124**	**4,612,776**	**4,748,995**	**4,890,950**	**5,038,811**	**5,192,757**	**5,352,969**	**5,519,636**	**5,692,951**	**5,873,114**

ORANA LIFESTYLE DIRECTIONS
PROJECTED CASH FLOW STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,578,607	4,235,965	3,796,544	3,910,440	4,027,754	4,148,586	4,273,044	4,401,235	4,533,272	4,669,270
Interest & Investment Revenue	47,943	49,381	50,863	52,389	53,960	55,579	57,246	58,964	60,733	62,555
Grants & Contributions	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-3,142,338	-3,236,608	-3,333,706	-3,433,718	-3,536,729	-3,642,831	-3,752,116	-3,864,679	-3,980,620	-4,100,038
Materials & Contracts	-255,341	-263,001	-270,891	-279,018	-287,389	-296,010	-304,891	-314,037	-323,458	-333,162
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-48,681	-50,141	-51,646	-53,195	-54,791	-56,435	-58,128	-59,871	-61,668	-63,518
Net Cash provided (or used in) Operating Activities	**180,190**	**735,596**	**191,164**	**196,898**	**202,805**	**208,890**	**215,156**	**221,611**	**228,259**	**235,107**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-150,000	-1,210,000	-110,000	-110,000	-110,000	-110,000	-110,000	-110,000	-110,000	-110,000
Net Cash provided (or used in) Investing Activities	**-125,000**	**-1,185,000**	**-85,000**	**-85,000**	**-85,000**	**-85,000**	**-85,000**	**-85,000**	**-85,000**	**-85,000**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**55,190**	**-449,404**	**106,164**	**111,898**	**117,805**	**123,890**	**130,156**	**136,611**	**143,259**	**150,107**
plus Cash & Equivalents at beginning of year	**1,448,360**	**1,503,550**	**1,054,146**	**1,160,309**	**1,272,208**	**1,390,013**	**1,513,903**	**1,644,059**	**1,780,670**	**1,923,929**
CASH & EQUIVALENTS AT YEAR END	**1,503,550**	**1,054,146**	**1,160,309**	**1,272,208**	**1,390,013**	**1,513,903**	**1,644,059**	**1,780,670**	**1,923,929**	**2,074,036**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**1,503,550**	**1,054,146**	**1,160,309**	**1,272,208**	**1,390,013**	**1,513,903**	**1,644,059**	**1,780,670**	**1,923,929**	**2,074,036**

ORANA LIFESTYLE DIRECTIONS
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	3.45%	15.88%	3.54%	3.58%	3.62%	3.66%	3.70%	3.74%	3.77%	3.81%
Achieve better than 0%										
Own Source Revenue Ratio	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Achieve better than 60%										
Building & Asset Renewals Ratio	273.01%	2202.24%	200.20%	200.20%	200.20%	200.20%	200.20%	200.20%	200.20%	200.20%
Achieve better than 100%										
Infrastructure Backlog Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve less than 2%										
Asset Maintenance Ratio	76.72%	76.72%	76.72%	76.72%	76.72%	76.72%	76.72%	76.72%	76.72%	76.72%
Achieve better than 100%										
Debt Service Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	0.73	0.71	0.69	0.67	0.67	0.67	0.67	0.67	0.69	0.71
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

CARLGINDA ENTERPRISES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	406,800	419,004	431,574	444,521	457,857	471,593	485,740	500,313	515,322	530,782
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Other Revenues	117,910	121,447	125,091	128,843	132,709	136,690	140,791	145,014	149,365	153,846
Grants & Contributions provided for Operating Purpose	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**524,710**	**540,451**	**556,665**	**573,365**	**590,566**	**608,283**	**626,531**	**645,327**	**664,687**	**684,628**
Expenses from Continuing Operations										
Employee Costs	433,137	446,131	459,515	473,300	487,500	502,124	517,188	532,704	548,685	565,146
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	70,200	72,306	74,475	76,709	79,011	81,381	83,822	86,337	88,927	91,595
Depreciation & Amortisation	16,786	16,786	16,786	16,786	16,786	16,786	16,786	16,786	16,786	16,786
Other Expenses	5,094	5,247	5,404	5,566	5,733	5,905	6,083	6,265	6,453	6,647
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**525,217**	**540,470**	**556,180**	**572,362**	**589,030**	**606,197**	**623,879**	**642,092**	**660,851**	**680,173**
NET OPERATING RESULT FOR THE YEAR	**-507**	**-19**	**484**	**1,003**	**1,536**	**2,086**	**2,652**	**3,235**	**3,836**	**4,454**
Net Operating Result before capital grants & contributi	**-507**	**-19**	**484**	**1,003**	**1,536**	**2,086**	**2,652**	**3,235**	**3,836**	**4,454**

CARLGINDA ENTERPRISES
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	249,967	256,734	264,005	271,793	230,115	238,987	248,425	258,446	269,068	280,308
Receivables	3,372	3,372	3,372	3,372	3,372	3,372	3,372	3,372	3,372	3,372
Inventories	27,682	27,682	27,682	27,682	27,682	27,682	27,682	27,682	27,682	27,682
Total Current Assets	**281,021**	**287,788**	**295,059**	**302,847**	**261,169**	**270,041**	**279,479**	**289,500**	**300,122**	**311,362**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	126,336	119,550	112,764	105,978	149,192	142,406	135,620	128,834	122,048	115,262
Total Non Current Assets	**126,336**	**119,550**	**112,764**	**105,978**	**149,192**	**142,406**	**135,620**	**128,834**	**122,048**	**115,262**
TOTAL ASSETS	**407,357**	**407,338**	**407,823**	**408,825**	**410,361**	**412,447**	**415,099**	**418,334**	**422,170**	**426,624**
LIABILITIES										
Current Liabilities										
Payables	2,606	2,606	2,606	2,606	2,606	2,606	2,606	2,606	2,606	2,606
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL LIABILITIES	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**	**2,606**
NET ASSETS	**404,751**	**404,732**	**405,217**	**406,219**	**407,755**	**409,841**	**412,493**	**415,728**	**419,564**	**424,018**
EQUITY										
Retained Earnings	404,751	404,732	405,217	406,219	407,755	409,841	412,493	415,728	419,564	424,018
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	**404,751**	**404,732**	**405,217**	**406,219**	**407,755**	**409,841**	**412,493**	**415,728**	**419,564**	**424,018**

CARLGINDA ENTERPRISES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	406,800	419,004	431,574	444,521	457,857	471,593	485,740	500,313	515,322	530,782
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Grants & Contributions	0	0	0	0	0	0	0	0	0	0
Other	117,910	121,447	125,091	128,843	132,709	136,690	140,791	145,014	149,365	153,846
Payments:										
Employee Costs	-433,137	-446,131	-459,515	-473,300	-487,500	-502,124	-517,188	-532,704	-548,685	-565,146
Materials & Contracts	-70,200	-72,306	-74,475	-76,709	-79,011	-81,381	-83,822	-86,337	-88,927	-91,595
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-5,094	-5,247	-5,404	-5,566	-5,733	-5,905	-6,083	-6,265	-6,453	-6,647
Net Cash provided (or used in) Operating Activities	**16,279**	**16,767**	**17,270**	**17,789**	**18,322**	**18,872**	**19,438**	**20,021**	**20,622**	**21,240**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-15,000	-10,000	-10,000	-10,000	-60,000	-10,000	-10,000	-10,000	-10,000	-10,000
Net Cash provided (or used in) Investing Activities	**-15,000**	**-10,000**	**-10,000**	**-10,000**	**-60,000**	**-10,000**	**-10,000**	**-10,000**	**-10,000**	**-10,000**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**1,279**	**6,767**	**7,270**	**7,789**	**-41,678**	**8,872**	**9,438**	**10,021**	**10,622**	**11,240**
plus Cash & Equivalents at beginning of year	**248,688**	**249,967**	**256,734**	**264,005**	**271,793**	**230,115**	**238,987**	**248,425**	**258,446**	**269,068**
CASH & EQUIVALENTS AT YEAR END	**249,967**	**256,734**	**264,005**	**271,793**	**230,115**	**238,987**	**248,425**	**258,446**	**269,068**	**280,308**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**249,967**	**256,734**	**264,005**	**271,793**	**230,115**	**238,987**	**248,425**	**258,446**	**269,068**	**280,308**

CARLGINDA ENTERPRISES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	-0.10%	0.00%	0.09%	0.17%	0.26%	0.34%	0.42%	0.50%	0.58%	0.65%
Achieve better than 0%										
Own Source Revenue Ratio	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Achieve better than 60%										
Building & Asset Renewals Ratio	89.36%	59.57%	59.57%	59.57%	357.44%	59.57%	59.57%	59.57%	59.57%	59.57%
Achieve better than 100%										
Infrastructure Backlog Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve less than 2%										
Asset Maintenance Ratio	37.70%	37.70%	37.70%	37.70%	37.70%	37.70%	37.70%	37.70%	37.70%	37.70%
Achieve better than 100%										
Debt Service Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	0.11	0.11	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.11
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

COOEE LODGE
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,337,832	3,437,967	3,541,106	3,647,339	3,756,759	3,869,462	3,985,546	4,105,112	4,228,266	4,355,114
Interest & Investment Revenue	115,290	118,749	122,311	125,980	129,760	133,653	137,662	141,792	146,046	150,427
Other Revenues	250,800	250,157	257,662	265,392	273,353	281,554	290,001	298,701	307,662	316,892
Grants & Contributions provided for Operating Purpose	10,161	9,106	7,952	6,804	5,599	4,301	3,001	1,648	1,665	1,683
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**3,714,083**	**3,815,979**	**3,929,031**	**4,045,515**	**4,165,472**	**4,288,970**	**4,416,210**	**4,547,253**	**4,683,638**	**4,824,115**
Expenses from Continuing Operations										
Employee Costs	2,475,508	2,549,773	2,626,266	2,705,054	2,786,206	2,869,792	2,955,886	3,044,563	3,135,899	3,229,976
Borrowing Costs	12,433	11,028	9,568	8,052	6,476	4,840	3,140	1,832	0	0
Materials & Contracts	805,612	829,780	854,674	880,314	906,723	933,925	961,943	990,801	1,020,525	1,051,141
Depreciation & Amortisation	172,534	172,534	172,534	172,534	172,534	172,534	172,534	172,534	172,534	172,534
Other Expenses	138,874	143,040	147,331	151,751	156,304	160,993	165,823	170,798	175,921	181,199
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**3,604,961**	**3,706,156**	**3,810,374**	**3,917,706**	**4,028,243**	**4,142,084**	**4,259,326**	**4,380,527**	**4,504,880**	**4,634,850**
NET OPERATING RESULT FOR THE YEAR	**109,122**	**109,823**	**118,657**	**127,810**	**137,229**	**146,886**	**156,884**	**166,726**	**178,758**	**189,265**
Net Operating Result before capital grants & contributi	**109,122**	**109,823**	**118,657**	**127,810**	**137,229**	**146,886**	**156,884**	**166,726**	**178,758**	**189,265**

COOEE LODGE
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	5,311,890	5,221,696	5,238,878	5,323,695	5,486,356	5,657,038	5,861,018	6,073,531	6,149,406	6,406,134
Receivables	245,752	245,752	245,752	245,752	245,752	245,752	245,752	245,752	245,752	245,752
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**5,557,642**	**5,467,448**	**5,484,630**	**5,569,447**	**5,732,108**	**5,902,790**	**6,106,770**	**6,319,283**	**6,395,158**	**6,651,886**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	19,625,079	19,787,545	19,850,011	19,852,477	19,784,943	19,717,409	19,624,875	19,532,341	19,634,807	19,567,273
Total Non Current Assets	**19,625,079**	**19,787,545**	**19,850,011**	**19,852,477**	**19,784,943**	**19,717,409**	**19,624,875**	**19,532,341**	**19,634,807**	**19,567,273**
TOTAL ASSETS	**25,182,721**	**25,254,993**	**25,334,641**	**25,421,924**	**25,517,051**	**25,620,199**	**25,731,645**	**25,851,624**	**26,029,965**	**26,219,159**
LIABILITIES										
Current Liabilities										
Payables	10,975,858	10,975,858	10,975,858	10,975,858	10,975,858	10,975,858	10,975,858	10,975,858	10,975,858	10,975,858
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	37,551	39,010	40,526	42,102	43,738	45,438	46,746	418	71	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**11,013,409**	**11,014,868**	**11,016,384**	**11,017,960**	**11,019,596**	**11,021,296**	**11,022,604**	**10,976,276**	**10,975,929**	**10,975,858**
Non Current Liabilities										
Borrowings	258,049	219,039	178,513	136,411	92,673	47,235	489	71	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	**258,049**	**219,039**	**178,513**	**136,411**	**92,673**	**47,235**	**489**	**71**	**0**	**0**
TOTAL LIABILITIES	**11,271,458**	**11,233,907**	**11,194,897**	**11,154,371**	**11,112,269**	**11,068,531**	**11,023,093**	**10,976,347**	**10,975,929**	**10,975,858**
NET ASSETS	**13,911,263**	**14,021,086**	**14,139,744**	**14,267,553**	**14,404,782**	**14,551,668**	**14,708,552**	**14,875,277**	**15,054,036**	**15,243,301**
EQUITY										
Retained Earnings	6,148,593	6,258,416	6,377,074	6,504,883	6,642,112	6,788,998	6,945,882	7,112,607	7,291,366	7,480,631
Revaluation Reserves	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670
TOTAL EQUITY	**13,911,263**	**14,021,086**	**14,139,744**	**14,267,553**	**14,404,782**	**14,551,668**	**14,708,552**	**14,875,277**	**15,054,036**	**15,243,301**

COOEE LODGE

PROJECTED CASH FLOW STATEMENT

10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,337,832	3,437,967	3,541,106	3,647,339	3,756,759	3,869,462	3,985,546	4,105,112	4,228,266	4,355,114
Interest & Investment Revenue	115,290	118,749	122,311	125,980	129,760	133,653	137,662	141,792	146,046	150,427
Grants & Contributions	10,161	9,106	7,952	6,804	5,599	4,301	3,001	1,648	1,665	1,683
Other	250,800	250,157	257,662	265,392	273,353	281,554	290,001	298,701	307,662	316,892
Payments:										
Employee Costs	-2,475,508	-2,549,773	-2,626,266	-2,705,054	-2,786,206	-2,869,792	-2,955,886	-3,044,563	-3,135,899	-3,229,976
Materials & Contracts	-805,612	-829,780	-854,674	-880,314	-906,723	-933,925	-961,943	-990,801	-1,020,525	-1,051,141
Borrowing Costs	-12,433	-11,028	-9,568	-8,052	-6,476	-4,840	-3,140	-1,832	0	0
Other	-138,874	-143,040	-147,331	-151,751	-156,304	-160,993	-165,823	-170,798	-175,921	-181,199
Net Cash provided (or used in) Operating Activities	**281,656**	**282,357**	**291,191**	**300,344**	**309,763**	**319,420**	**329,418**	**339,260**	**351,292**	**361,799**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	20,000	0	0	0	20,000	0	0	0	20,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-320,000	-355,000	-235,000	-175,000	-105,000	-125,000	-80,000	-80,000	-275,000	-125,000
Net Cash provided (or used in) Investing Activities	**-320,000**	**-335,000**	**-235,000**	**-175,000**	**-105,000**	**-105,000**	**-80,000**	**-80,000**	**-275,000**	**-105,000**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:										
Repayment of Borrowings & Advances	-36,145	-37,551	-39,010	-40,526	-42,102	-43,738	-45,438	-46,746	-418	-71
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	**-36,145**	**-37,551**	**-39,010**	**-40,526**	**-42,102**	**-43,738**	**-45,438**	**-46,746**	**-418**	**-71**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**-74,489**	**-90,194**	**17,181**	**84,818**	**162,661**	**170,682**	**203,980**	**212,514**	**75,874**	**256,728**
plus Cash & Equivalents at beginning of year	**5,386,379**	**5,311,890**	**5,221,696**	**5,238,878**	**5,323,695**	**5,486,356**	**5,657,038**	**5,861,018**	**6,073,531**	**6,149,406**
CASH & EQUIVALENTS AT YEAR END	**5,311,890**	**5,221,696**	**5,238,878**	**5,323,695**	**5,486,356**	**5,657,038**	**5,861,018**	**6,073,531**	**6,149,406**	**6,406,134**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**5,311,890**	**5,221,696**	**5,238,878**	**5,323,695**	**5,486,356**	**5,657,038**	**5,861,018**	**6,073,531**	**6,149,406**	**6,406,134**

COOEE LODGE
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	2.94%	2.88%	3.02%	3.16%	3.29%	3.42%	3.55%	3.67%	3.82%	3.92%
Achieve better than 0%										
Own Source Revenue Ratio	99.73%	99.76%	99.80%	99.83%	99.87%	99.90%	99.93%	99.96%	99.96%	99.97%
Achieve better than 60%										
Building & Asset Renewals Ratio	185.47%	205.76%	136.21%	101.43%	60.86%	72.45%	46.37%	46.37%	159.39%	72.45%
Achieve better than 100%										
Infrastructure Backlog Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve less than 2%										
Asset Maintenance Ratio	126.29%	126.29%	126.29%	126.29%	126.29%	126.29%	126.29%	126.29%	126.29%	126.29%
Achieve better than 100%										
Debt Service Ratio	1.31%	1.27%	1.24%	1.20%	1.17%	1.13%	1.10%	1.07%	0.01%	0.00%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	0.75	0.74	0.71	0.69	0.69	0.69	0.69	0.69	0.71	0.73
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

JACK TOWNEY HOSTEL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	450,528	464,044	477,965	492,304	507,073	522,285	537,954	554,093	570,715	587,837
Interest & Investment Revenue	15,247	15,704	16,176	16,661	17,161	17,675	18,206	18,752	19,314	19,894
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purpose	522,100	537,763	553,896	570,513	587,628	605,257	623,415	642,117	661,381	681,222
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**987,875**	**1,017,511**	**1,048,037**	**1,079,478**	**1,111,862**	**1,145,218**	**1,179,574**	**1,214,962**	**1,251,410**	**1,288,953**
Expenses from Continuing Operations										
Employee Costs	616,875	635,381	654,443	674,076	694,298	715,127	736,581	758,678	781,439	804,882
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	282,375	290,846	299,572	308,559	317,816	327,350	337,171	347,286	357,704	368,435
Depreciation & Amortisation	13,374	13,620	13,874	14,136	14,405	14,683	14,968	15,263	15,566	15,878
Other Expenses	38,173	39,318	40,498	41,713	42,964	44,253	45,581	46,948	48,356	49,807
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	**950,797**	**979,166**	**1,008,386**	**1,038,483**	**1,069,483**	**1,101,413**	**1,134,300**	**1,168,175**	**1,203,065**	**1,239,002**
NET OPERATING RESULT FOR THE YEAR	**37,078**	**38,345**	**39,650**	**40,994**	**42,379**	**43,805**	**45,274**	**46,787**	**48,345**	**49,950**
Net Operating Result before capital grants & contributi	**37,078**	**38,345**	**39,650**	**40,994**	**42,379**	**43,805**	**45,274**	**46,787**	**48,345**	**49,950**

JACK TOWNEY HOSTEL
PROJECTED BALANCE SHEET
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
ASSETS										
Current Assets										
Cash & Cash Equivalents	70,436	87,402	80,926	126,056	122,841	146,328	146,571	198,620	202,531	258,360
Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**70,436**	**87,402**	**80,926**	**126,056**	**122,841**	**146,328**	**146,571**	**198,620**	**202,531**	**258,360**
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	529,242	550,622	596,747	592,611	638,206	658,524	703,555	698,293	742,727	736,849
Total Non Current Assets	**529,242**	**550,622**	**596,747**	**592,611**	**638,206**	**658,524**	**703,555**	**698,293**	**742,727**	**736,849**
TOTAL ASSETS	**599,678**	**638,023**	**677,673**	**718,668**	**761,047**	**804,852**	**850,126**	**896,913**	**945,258**	**995,208**
LIABILITIES										
Current Liabilities										
Payables	10,626	10,626	10,626	10,626	10,626	10,626	10,626	10,626	10,626	10,626
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL LIABILITIES	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**	**10,626**
NET ASSETS	**589,052**	**627,397**	**667,047**	**708,042**	**750,421**	**794,226**	**839,500**	**886,287**	**934,632**	**984,582**
EQUITY										
Retained Earnings	589,052	627,397	667,047	708,042	750,421	794,226	839,500	886,287	934,632	984,582
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	**589,052**	**627,397**	**667,047**	**708,042**	**750,421**	**794,226**	**839,500**	**886,287**	**934,632**	**984,582**

JACK TOWNEY HOSTEL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	450,528	464,044	477,965	492,304	507,073	522,285	537,954	554,093	570,715	587,837
Interest & Investment Revenue	15,247	15,704	16,176	16,661	17,161	17,675	18,206	18,752	19,314	19,894
Grants & Contributions	522,100	537,763	553,896	570,513	587,628	605,257	623,415	642,117	661,381	681,222
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-616,875	-635,381	-654,443	-674,076	-694,298	-715,127	-736,581	-758,678	-781,439	-804,882
Materials & Contracts	-282,375	-290,846	-299,572	-308,559	-317,816	-327,350	-337,171	-347,286	-357,704	-368,435
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-38,173	-39,318	-40,498	-41,713	-42,964	-44,253	-45,581	-46,948	-48,356	-49,807
Net Cash provided (or used in) Operating Activities	**50,452**	**51,966**	**53,525**	**55,130**	**56,784**	**58,488**	**60,242**	**62,050**	**63,911**	**65,828**
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-200,000	-35,000	-60,000	-10,000	-60,000	-35,000	-60,000	-10,000	-60,000	-10,000
Net Cash provided (or used in) Investing Activities	**-200,000**	**-35,000**	**-60,000**	**-10,000**	**-60,000**	**-35,000**	**-60,000**	**-10,000**	**-60,000**	**-10,000**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	**-149,548**	**16,966**	**-6,475**	**45,130**	**-3,216**	**23,488**	**242**	**52,050**	**3,911**	**55,828**
plus Cash & Equivalents at beginning of year	**219,984**	**70,436**	**87,402**	**80,926**	**126,056**	**122,841**	**146,328**	**146,571**	**198,620**	**202,531**
CASH & EQUIVALENTS AT YEAR END	**70,436**	**87,402**	**80,926**	**126,056**	**122,841**	**146,328**	**146,571**	**198,620**	**202,531**	**258,360**
plus Investments on hand at year end	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CASH, EQUIVALENTS & INVESTMENTS	**70,436**	**87,402**	**80,926**	**126,056**	**122,841**	**146,328**	**146,571**	**198,620**	**202,531**	**258,360**

JACK TOWNEY HOSTEL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2017/18 to 2026/27

	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27
Operating Performance Ratio	3.75%	3.77%	3.78%	3.80%	3.81%	3.83%	3.84%	3.85%	3.86%	3.88%
Achieve better than 0%										
Own Source Revenue Ratio	47.15%	47.15%	47.15%	47.15%	47.15%	47.15%	47.15%	47.15%	47.15%	47.15%
Achieve better than 60%										
Building & Asset Renewals Ratio	1495.44%	256.97%	432.45%	70.74%	416.52%	238.38%	400.85%	65.52%	385.46%	62.98%
Achieve better than 100%										
Infrastructure Backlog Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve less than 2%										
Asset Maintenance Ratio	66.65%	66.65%	66.65%	66.65%	66.65%	66.65%	66.65%	66.65%	66.65%	66.65%
Achieve better than 100%										
Debt Service Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Achieve greater than 0% but less than 20%										
Real Operating Expenditure	0.20	0.19	0.19	0.18	0.18	0.18	0.18	0.18	0.19	0.19
Achieve a decrease over time										
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0