



**GILGANDRA
SHIRE COUNCIL**

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**LONG TERM FINANCIAL PLAN
2019/20 – 2028/29**

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
7	June 2018	Reflect 2018/19 Operational Plan and 2027/28 financial projections
8	June 2019	Reflect 2019/20 Operational Plan and 2028/29 financial projections

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Introduction

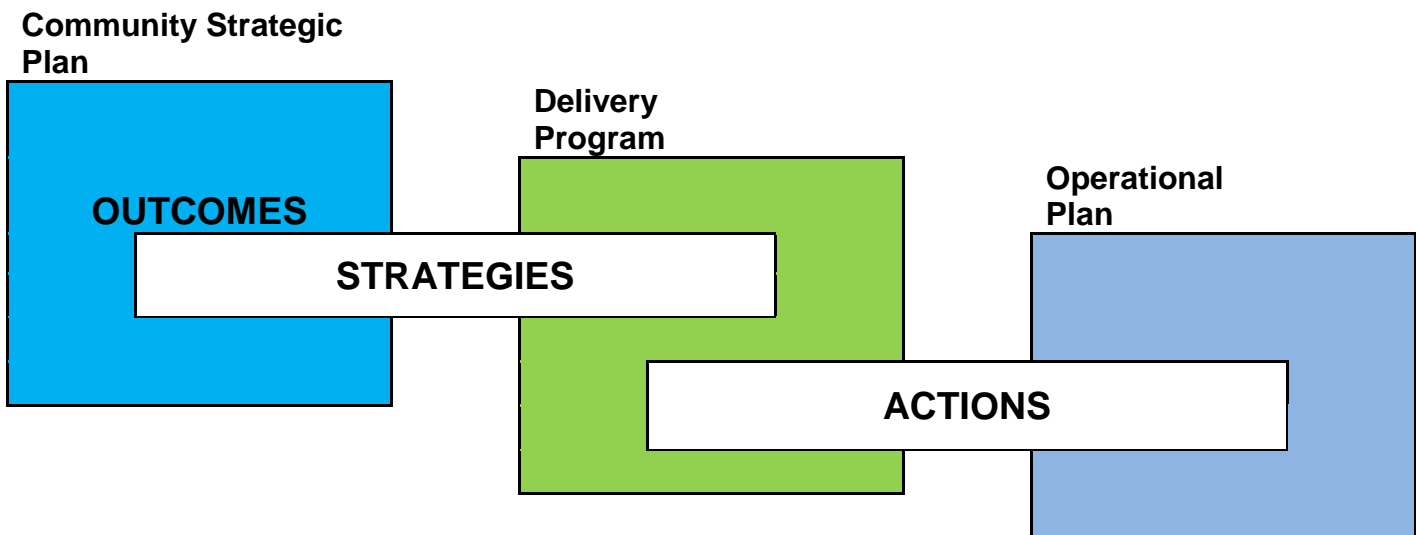
How does the Long Term Financial Plan relate to the Community Strategic Plan and Delivery Program

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.
- ❖ **Community Engagement Strategy:** 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 2019/20 to 2028/29.

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.

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 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 (2019/20 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.

The base year (2019/20) 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 30% of total employee entitlement provisions and is forecast to increase to 40% by the end of the 10 year planning period.

Rate Pegging

Council has budgeted to increase general rates by the 2.7% rate peg limit for 2019/20

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 as such has access to borrowing facilities through The NSW Treasury Corporation.

Land Sales

Forecast revenue from industrial and residential subdivisions based on 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% per annum for the life 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 and a fortnightly collection of a 240 litre recycling bin.

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 3% in 2019/20 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 2019/20 a significant increase in grant funding has been budgeted thanks to the introduction of the NSW State Governments Regional Infrastructure and Stronger Communities Grant Funding streams.

A conservative approach has been taken in estimating grants and contributions for future years with a prediction of return to normal levels including increases that cater for 3% CPI.

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 consultation.

- The capital expenditure program adopted by Council totals \$95 million over the ten year period of the plan. This includes over \$71 million in renewal works. All amounts are shown in real values (2019/20 dollars).

Capital Works Program 2019/20 to 2028/29

Description	Year	Total 10 Year Cost	Renewals	Upgrades/New
Bushfire Issues	From 2019/20	\$ 2,866,000	\$1,900,000	\$966,000
Plant Fleet	From 2019/20	\$8,129,000	\$8,129,000	
Library Resources	From 2019/20	\$ 196,000	\$196,000	
Community Housing	From 2019/20	\$ 200,000	\$200,000	
Offices and Chambers	From 2019/20	\$150,000	\$150,000	
Gilgandra Waste Facility Upgrade	From 2019/20	\$750,000	\$550,000	\$200,000
IT Purchases	From 2019/20	\$450,000	\$450,000	
Gilgandra Youth and Citizens Club	From 2018/19	\$100,000	\$100,000	
Lucas Bridge	2019/20 2020/21	\$180,000 \$1,540,000	\$180,000 \$1,540,000	
Yarragrinn Creek Bridge	2019/20 2021/22	\$75,000 \$820,000	\$75,000 \$820,000	

Works Depot	2019/20	\$1,800,000	\$1,800,000	
Gilgandra Swimming Pool	From 2019/20	\$100,000	\$100,000	
Stormwater	From 2019/20	\$600,000	\$600,000	
Kerb and Gutter	From 2019/20	\$500,000	\$500,000	
Gilgandra Youth Club	2022/23	\$50,000	\$50,000	
Gilgandra Cemetery	2020/21 & 2023/24	\$50,000		\$50,000
Curban Hall	2019/20	\$5,000	\$5,000	
Footpaths and Walk Ways	From 2019/20	\$500,000	\$400,000	\$100,000
Walking Track / Cycle Way	From 2019/20	\$300,000		\$300,000
Cooee Heritage Centre	From 2019/20	\$1,805,000	\$1,805,000	
Dog Pound	From 2019/20	\$150,000	\$150,000	
Fitness Centre	From 2019/20	\$100,000	\$100,000	
Upgrade of SES / RFS Premises	2019/20	\$468,000	\$200,000	\$268,000
Roads to Recovery	From 2019/20	\$10,070,000	\$10,070,000	
Additional Transport Renewals	From 2019/20	\$3,118,000	\$3,118,000	
Stronger Country Communities Fund	2019/20 2020/21	\$750,000 \$1,020,000	\$750,000 \$1,020,000	
Promotional Signage	2019/20	\$175,000	\$175,000	
Admin Building Toilets & Kitchen	2019/20	\$100,000	\$100,000	
Admin Building & Shire Hall Planning	2019/20	\$75,000		\$75,000
Admin Building & Shire Hall Renewal	2023/24	\$10,000,000	\$5,000,000	\$5,000,000

Grain Corp South Industrial	From 2019/20	\$4,000,000		\$4,000,000
Industrial Estate Intersection	2019/20	\$330,000		\$330,000
Berakee Quarry Intersection	2019/20	\$400,000		\$400,000
New Library/Community Hub	2019/20 2020/21	\$200,000 \$788,000	\$200,000 \$788,000	
Wrigley Street K & G	2023/24	\$1,200,000	\$1,200,000	
Combined Sports Centre	2019/20 2023/24	\$100,000 \$5,000,000		\$100,000 \$5,000,000
Solar Panels for Council Buildings	From 2019/20	\$500,000	\$500,000	
Street Lighting Conversion	2021/22	\$600,000	\$600,000	
Dark Sky Park	2020/21	\$10,000		\$10,000
Freedom Camping	2021/22	\$40,000		\$40,000
SCCF- Rising Sun	2019/20	\$30,000	\$30,000	
Tooraweenah Showground Amenities	2024/25	\$400,000	\$200,000	\$200,000
Caravan Park Water Supply	2019/20 2020/21	\$50,000 \$50,000		\$50,000 \$50,000
Orana Living Residence	2019/20	\$1,500,000		\$1,500,000
Dental Surgery Renewal	2019/20	\$200,000	\$200,000	
Additional Health Service Accomodation	2024/25 2028/29	\$500,000 \$500,000		\$500,000 \$500,000
CCTV For CBD	2019/20 to 2023/24	\$200,000		\$200,000
Ernie Knight Oval Fence	2020/21	\$10,000	\$10,000	
McGrane Oval Broadcast Box	2019/20	\$30,000	\$30,000	
Disability Inclusion Plan Initiatives	From 2019/20	\$2,270,000	\$1,270,000	\$1,000,000
Upgrade of Council Chambers Technology	2019/20	\$15,000	\$15,000	

Ecotourism Accommodation Warrumbungles	2028/29	\$2,000,000		\$2,000,000
Castlereagh River Resi		\$300,000	\$300,000	
Water Supply	From 2019/20	\$12,525,000	\$12,525,000	
Sewerage	From 2019/20	\$8,244,000	\$8,244,000	
Carlginda Enterprises	From 2019/20	\$ 160,000	\$160,000	
Cooee Self Care Villa Units	From 2019/20	\$1,959,000	\$1,959,000	
Cooee Lodge Aged Care Hostel	From 2019/20	\$1,684,000	\$1,684,000	
Home Care Packages	From 2019/20	\$150,000	\$150,000	
Jack Towney Hostel	From 2019/20	\$285,000	\$285,000	

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.

Offices and Chambers

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

Gilgandra Waste Facility Upgrade

Establish and excavate new landfill site and improvements waste collection and recycling facilities

IT Purchases

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

Gilgandra Youth Club Facilities and Plan

Renewal of existing facilities as required and replacement of Youth Services Vehicles in line with policy.

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

Construction of new plinths in lawn section as required.

Curban Hall

Small annual renewal budget for Curban Hall

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

Cooeee Heritage Centre

Upgrade of galleries and displays along with general building asset renewal in line with Councils Cultural Plan as grant funding becomes available to assist.

Dog Pound

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

Fitness Centre

Renewal of gym equipment.

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 by the special rate variation commencing 2014/15. This additional expenditure will be set aside for this purpose on an ongoing basis.

Stronger Country Communities Fund

Projects still to be completed under Round 2 and a further grant allocation under Round 3

Promotional Signage

Renewal and upgrade of Councils Tourism & Promotional signage across the Shire

Admin Building Toilets & Kitchen

Renewal of the staff Kitchen and Toilet facilities at the Administration Building in Warren Road Gilgandra

Planning for Replacement Admin Building

Developing concept plans and budgets for the future replacement of the Administration Building in Warren Road Gilgandra

Admin Building & Shire Hall Renewal

Replacement/Renewal of Councils Administration Offices and the Shire Hall

Grain Corp South Industrial Subdivision

Planning and development of an industrial subdivision at the Grain Corp South site

Gilgandra Industrial Park Intersection

Road intersection upgrades associated with the Gilgandra Industrial Park

Berakee quarry intersection

Road Intersection at junction of Castlereagh Highway and Berakee Quarry haulage road

New Library/Community Hub

Construction of a new library/community hub in the ex-Target building in Miller Street Gilgandra

Wrigley Street Renewal Stage 2

Renewal of services including kerb & guttering water supply and associated road works from the Wamboin St intersection to the Miller St intersection

Combined Sports Centre

Planning for a combined sports centre / precinct at Hunter Park which would include a full size indoor basketball court. This planning will support an application for funding which if/when successful will allow construction to proceed

Solar Energy for Council Buildings

A staged approach to converting Councils public building infrastructure to solar energy subject to assessment of viability and sourcing of grant funding to assist.

Street Lighting Conversion

Conversion of street lights in Gilgandra to a more cost effective solution eg LED lighting or alternate energy in a joint project with adjoining Councils

Dark Sky Park

Council's commitment to promotion of the Warrumbungle National Park as a "Dark Sky Park"

Freedom Camping

Initiatives associated with improvements to infrastructure to compliment freedom camping subject to the direction Council takes on this issue

Tooraweenah Showground Amenities

Upgrade of amenities in line with the Tooraweenah Showground management plan including new amenities block

Caravan Park Water Supply

Installation of a water storage tank to service the Gilgandra Caravan Park

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.

MPS Dental Surgery Renewal

Renovation of surgery and upgrade of equipment subject to matching funding from external sources

Additional Health Service Accommodation Units

Construction of additional health service accommodation units in the area adjacent to the MPS for visiting health professionals

CCTV For CBD

Installation of CCTV in the remainder of the Miller Street CBD

Ernie Knight Oval Fence

Relocation and renewal of the fence on the Northern side of Ernie Knight Oval

McGrane Oval Broadcast Box

Renewal of the broadcast box at McGrane Oval

Disability Inclusion Plan Initiatives

Initiatives to improve access for people with a disability to public facilities in our shire including staged upgrading of Councils public buildings to achieve all ability accessibility to Australian standards.

Upgrade of Council chambers Technology

Upgrade of Technology in the Council Chambers to allow for recording of Council meetings and streamlining of presentation technology

Ecotourism Accommodation Warrumbungles

Opportunity for a joint venture with Warrumbungle Shire Council for construction of high standard Eco friendly accommodation in the Warrumbungle National Park subject to external funding becoming available.

Castlereagh River Restoration Project

Planning phase for potential sand extraction industry and creation of recreational area in the Castlereagh river adjacent to the Gilgandra township

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

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 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 impacting 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.

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 \$75m including \$60m 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 (2019/20 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**

[illegible]

ALL COUNCIL												
PROJECTED BALANCE SHEET												
10 Year Period 2019/20 to 2028/29												

10 Year Period 2019/20 to 2028/29

				FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges				6,304,318	6,521,385	6,746,804	6,980,948	7,224,205	7,476,987	7,739,725	8,012,872	8,296,909	8,592,338
User Charges & Fees				14,750,788	14,518,431	14,990,819	15,479,832	15,991,126	16,515,389	17,058,340	17,620,732	18,203,352	18,807,026
Interest & Investment Revenue				583,250	600,748	618,770	637,333	656,453	676,147	696,431	717,324	738,844	761,009
Grants & Contributions				11,341,249	14,799,971	10,092,958	14,134,496	23,874,568	9,677,507	9,288,707	10,924,853	9,839,156	12,376,860
Other				726,594	744,329	766,659	799,659	833,349	867,749	902,882	928,768	955,431	992,894
Payments:													
Employee Costs				-15,160,576	-15,485,533	-15,975,013	-16,431,604	-16,946,552	-17,432,289	-17,955,257	-18,493,915	-19,048,732	-19,620,194
Materials & Contracts				-6,227,365	-6,371,687	-6,695,184	-6,832,779	-7,067,462	-7,249,186	-7,496,362	-7,680,953	-7,941,381	-8,148,723
Borrowing Costs				-228,417	-232,830	-228,592	-319,810	-307,002	-295,957	-259,498	-291,908	-257,777	-225,621
Other				-2,051,409	-2,142,951	-2,176,339	-2,241,630	-2,308,878	-2,413,145	-2,449,489	-2,522,974	-2,598,663	-2,676,623
Net Cash provided (or used in) Operating Activities				10,038,431	12,951,863	8,140,882	12,206,445	21,949,807	7,823,203	7,525,478	9,214,800	8,187,138	10,858,967
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				372,000	589,400	481,900	348,200	449,800	429,800	429,800	429,800	449,800	429,800
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 & Equipment				-13,723,719	-14,831,471	-8,197,656	-14,229,590	-22,426,913	-7,406,866	-5,827,664	-8,917,149	-5,991,838	-8,530,774
Net Cash provided (or used in) Investing Activities				-13,351,719	-14,242,071	-7,715,756	-13,881,390	-21,977,113	-6,977,066	-5,397,864	-8,487,349	-5,542,038	-8,100,974
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances				1,806,000	920,000	505,000	2,500,000	600,000	500,000	0	1,365,000	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				-599,481	-623,167	-742,343	-889,967	-846,329	-881,731	-822,591	-810,050	-684,369	-584,540
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				1,206,519	296,833	-237,343	1,610,033	-246,329	-381,731	-822,591	554,950	-684,369	-584,540
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS				-2,106,769	-993,375	187,783	-64,912	-273,635	464,406	1,305,023	1,282,402	1,960,731	2,173,453
plus Cash & Equivalents at beginning of year				22,110,577	20,003,808	19,010,432	19,198,216	19,133,304	18,859,669	19,324,074	20,629,098	21,911,499	23,872,230
CASH & EQUIVALENTS AT YEAR END				20,003,808	19,010,432	19,198,216	19,133,304	18,859,669	19,324,074	20,629,098	21,911,499	23,872,230	26,045,684
plus Investments on hand at year end				0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS				20,003,808	19,010,432	19,198,216	19,133,304	18,859,669	19,324,074	20,629,098	21,911,499	23,872,230	26,045,684

[illegible]

GENERAL FUND											
PROJECTED INCOME & EXPENDITURE STATEMENT											
10 Year Period 2019/20 to 2028/29											
	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29	
Income from Continuing Operations											
Rates & Annual Charges	5,405,326	5,566,687	5,732,889	5,904,077	6,080,400	6,262,014	6,449,075	6,641,749	6,840,203	7,044,610	
User Charges & Fees	3,337,924	3,333,112	3,431,155	3,532,140	3,641,154	3,748,288	3,858,637	3,972,296	4,089,365	4,209,946	
Interest & Investment Revenue	245,261	252,619	260,197	268,003	276,043	284,325	292,854	301,640	310,689	320,010	
Other Revenues	376,568	383,802	395,317	407,176	419,391	431,973	444,932	458,280	472,029	486,189	
Grants & Contributions provided for Operating Purposes	6,746,072	6,937,423	7,139,508	7,347,489	7,563,141	7,790,035	8,023,736	8,264,449	8,512,382	8,767,753	
Grants & Contributions provided for Capital Purposes	3,865,987	6,944,210	2,320,032	638,182	15,646,377	1,204,819	563,513	572,468	581,693	2,841,193	
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0	
Total Income from Continuing Operations	19,977,137	23,417,853	19,279,098	18,097,067	33,626,507	19,721,454	19,632,749	20,210,882	20,806,360	23,669,702	
Expenses from Continuing Operations											
Employee Costs	6,753,220	6,825,956	7,055,649	7,244,659	7,483,999	7,685,859	7,916,434	8,153,927	8,398,545	8,650,502	
Borrowing Costs	200,347	209,417	210,298	181,688	180,086	155,232	129,748	102,701	80,965	61,824	
Materials & Contracts	4,073,958	4,088,293	4,252,647	4,316,967	4,476,175	4,580,160	4,747,266	4,849,383	5,024,865	5,144,711	
Depreciation & Amortisation	3,881,732	3,881,732	3,881,732	3,881,732	3,881,732	3,881,732	3,881,732	3,881,732	3,881,732	3,881,732	
Other Expenses	1,525,881	1,601,658	1,618,807	1,667,371	1,717,393	1,803,914	1,821,982	1,876,641	1,932,941	1,990,929	
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0	
Total Expenses from Continuing Operations	16,435,138	16,607,055	17,019,134	17,292,417	17,739,384	18,106,897	18,497,162	18,864,385	19,319,048	19,729,697	
NET OPERATING RESULT FOR THE YEAR	3,541,999	6,810,798	2,259,964	804,650	15,887,123	1,614,556	1,135,587	1,346,497	1,487,313	3,940,005	
Net Operating Result before capital grants & contributions	-323,988	-133,412	-60,068	166,468	240,746	409,738	572,074	774,029	905,620	1,098,812	

						GENERAL FUND								
						PROJECTED BALANCE SHEET								
						10 Year Period 2019/20 to 2028/29								
					FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
ASSETS														
Current Assets														
Cash & Cash Equivalents				7,441,122	6,658,118	6,621,630	6,595,326	6,096,561	6,235,936	6,743,242	6,914,670	7,604,281	8,270,138	
Receivables				1,632,197	1,632,197	1,632,197	1,632,197	1,632,197	1,632,197	1,632,197	1,632,197	1,632,197	1,632,197	
Inventories				1,410,340	1,322,340	1,322,340	1,322,340	1,322,340	1,322,340	1,322,340	1,322,340	1,322,340	1,322,340	
Total Current Assets				10,483,659	9,612,655	9,576,167	9,549,863	9,051,098	9,190,473	9,697,779	9,869,207	10,558,818	11,224,675	
Non Current Assets														
Investments				0	0	0	0	0	0	0	0	0	0	
Receivables				145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	
Infrastructure, Property, Plant & Equipment				236,859,406	244,947,245	247,120,679	247,297,020	263,683,213	264,533,844	264,562,607	265,175,534	265,549,169	268,512,095	
Total Non Current Assets				237,004,406	245,092,245	247,265,679	247,442,020	263,828,213	264,678,844	264,707,607	265,320,534	265,694,169	268,657,095	
TOTAL ASSETS				247,488,065	254,704,901	256,841,847	256,991,883	272,879,311	273,869,317	274,405,386	275,189,740	276,252,987	279,881,770	
LIABILITIES														
Current Liabilities														
Payables				1,171,331	1,171,331	1,171,331	1,171,331	1,171,331	1,171,331	1,171,331	1,171,331	1,171,331	1,171,331	
Overdraft Facility				0	0	0	0	0	0	0	0	0	0	
Borrowings				513,962	628,018	654,614	641,889	624,550	599,518	625,400	424,066	311,222	313,136	
Provisions				3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	
Total Current Liabilities				4,859,293	4,973,349	4,999,945	4,987,220	4,969,881	4,944,849	4,970,731	4,769,397	4,656,553	4,658,467	
Non Current Liabilities														
Borrowings				3,174,662	3,466,644	3,317,030	2,675,141	2,692,785	2,093,267	1,467,867	1,107,058	795,836	482,700	
Provisions				694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	
Total Non Current Liabilities				3,868,662	4,160,644	4,011,030	3,369,141	3,386,785	2,787,267	2,161,867	1,801,058	1,489,836	1,176,700	
TOTAL LIABILITIES				8,727,955	9,133,993	9,010,975	8,356,361	8,356,666	7,732,116	7,132,598	6,570,455	6,146,389	5,835,167	
NET ASSETS				238,760,110	245,570,908	247,830,872	248,635,522	264,522,645	266,137,201	267,272,788	268,619,285	270,106,598	274,046,603	
EQUITY														
Retained Earnings				56,583,425	63,394,223	65,654,187	66,458,837	82,345,960	83,960,516	85,096,103	86,442,600	87,929,913	91,869,918	
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				238,679,944	245,490,742	247,750,706	248,555,356	264,442,479	266,057,035	267,192,622	268,539,119	270,026,432	273,966,437	

10 Year Period 2019/20 to 2028/29

				FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges				5,405,326	5,566,687	5,732,889	5,904,077	6,080,400	6,262,014	6,449,075	6,641,749	6,840,203	7,044,610
User Charges & Fees				3,337,924	3,333,112	3,431,155	3,532,140	3,641,154	3,748,288	3,858,637	3,972,296	4,089,365	4,209,946
Interest & Investment Revenue				245,261	252,619	260,197	268,003	276,043	284,325	292,854	301,640	310,689	320,010
Grants & Contributions				10,612,059	13,881,633	9,459,540	7,985,671	23,209,518	8,994,854	8,587,250	8,836,917	9,094,075	11,608,947
Other				376,568	383,802	395,317	407,176	419,391	431,973	444,932	458,280	472,029	486,189
Payments:													
Employee Costs				-6,753,220	-6,825,956	-7,055,649	-7,244,659	-7,483,999	-7,685,859	-7,916,434	-8,153,927	-8,398,545	-8,650,502
Materials & Contracts				-3,941,958	-4,000,293	-4,252,647	-4,316,967	-4,476,175	-4,580,160	-4,747,266	-4,849,383	-5,024,865	-5,144,711
Borrowing Costs				-200,347	-209,417	-210,298	-181,688	-180,086	-155,232	-129,748	-102,701	-80,965	-61,824
Other				-1,525,881	-1,601,658	-1,618,807	-1,667,371	-1,717,393	-1,803,914	-1,821,982	-1,876,641	-1,932,941	-1,990,929
Net Cash provided (or used in) Operating Activities				7,555,731	10,780,530	6,141,696	4,686,382	19,768,855	5,496,288	5,017,319	5,228,229	5,369,045	7,821,737
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				327,000	564,400	456,900	323,200	404,800	404,800	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 & Equipment				-10,943,719	-12,533,971	-6,512,066	-4,381,273	-20,672,725	-5,137,163	-4,315,295	-4,899,459	-4,660,167	-7,249,458
Net Cash provided (or used in) Investing Activities				-10,616,719	-11,969,571	-6,055,166	-4,058,073	-20,267,925	-4,732,363	-3,910,495	-4,494,659	-4,255,367	-6,844,658
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances				1,806,000	920,000	505,000	0	600,000	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				-494,933	-513,962	-628,018	-654,614	-599,695	-624,550	-599,518	-562,143	-424,066	-311,222
Repayment of Retirement Complex Contributions				0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities				1,311,067	406,038	-123,018	-654,614	305	-624,550	-599,518	-562,143	-424,066	-311,222
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS				-1,749,921	-783,003	-36,488	-26,304	-498,765	139,375	507,306	171,428	689,611	665,857
plus Cash & Equivalents at beginning of year				9,190,248	7,440,327	6,657,323	6,620,835	6,594,531	6,095,766	6,235,141	6,742,447	6,913,875	7,603,486
CASH & EQUIVALENTS AT YEAR END				7,440,327	6,657,323	6,620,835	6,594,531	6,095,766	6,235,141	6,742,447	6,913,875	7,603,486	8,269,343
plus Investments on hand at year end				0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS				7,440,327	6,657,323	6,620,835	6,594,531	6,095,766	6,235,141	6,742,447	6,913,875	7,603,486	8,269,343

GENERAL FUND													
PROJECTED KEY FINANCIAL INDICATORS													
10 Year Period 2019/20 to 2028/29													
				FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Operating Performance Ratio				-2.01%	-0.81%	-0.35%	0.95%	1.34%	2.21%	3.00%	3.94%	4.48%	5.28%
Achieve better than 0%													
Own Source Revenue Ratio				46.88%	40.72%	50.93%	55.87%	30.98%	54.39%	56.26%	56.28%	56.29%	50.95%
Achieve better than 60%													
Building & Asset Renewals Ratio				167.11%	172.11%	109.01%	89.42%	475.78%	85.37%	87.79%	102.69%	99.22%	102.01%
Achieve better than 100%													
Infrastructure Backlog Ratio				2.32%	1.61%	2.23%	2.20%	2.04%	2.01%	1.99%	1.96%	1.96%	1.89%
Achieve less than 2%													
Asset Maintenance Ratio				80.52%	81.36%	81.66%	82.46%	83.27%	84.09%	84.91%	85.74%	86.59%	87.43%
Achieve better than 100%													
Debt Service Ratio				5.20%	5.30%	5.96%	5.78%	5.23%	5.08%	4.61%	4.08%	3.01%	2.16%
Achieve greater than 0% but less than 20%													
Real Operating Expenditure				366.20%	359.25%	357.45%	352.61%	351.19%	348.02%	345.17%	341.77%	339.81%	336.92%
Achieve a decrease over time													
KEY SUPPORTING FINANCIAL STRATEGIES													
Forecast Rate Increases				2.30%	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				1,806,000	920,000	505,000	0	600,000	0	0	0	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				433,702	446,713	460,115	473,918	488,136	502,780	517,863	533,399	549,401	565,883

WATER SUPPLY											
PROJECTED INCOME & EXPENDITURE STATEMENT											
10 Year Period 2019/20 to 2028/29											
			</								

WATER SUPPLY													
PROJECTED BALANCE SHEET													
10 Year Period 2019/20 to 2028/29													
				FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
ASSETS													
Current Assets													
Cash & Cash Equivalents				2,173,248	1,944,616	1,772,318	1,458,952	1,067,714	516,980	448,986	442,052	533,400	684,406
Receivables				273,000	273,000	273,000	273,000	273,000	273,000	273,000	273,000	273,000	273,000
Inventories				0	0	0	0	0	0	0	0	0	0
Total Current Assets				2,446,248	2,217,616	2,045,318	1,731,952	1,340,714	789,980	721,986	715,052	806,400	957,406
Non Current Assets													
Investments				0	0	0	0	0	0	0	0	0	0
Receivables				36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Infrastructure, Property, Plant & Equipment				15,158,682	15,374,864	15,264,546	23,086,228	23,019,910	23,626,092	23,313,774	22,983,456	22,600,638	22,206,820
Total Non Current Assets				15,194,682	15,410,864	15,300,546	23,122,228	23,055,910	23,662,092	23,349,774	23,019,456	22,636,638	22,242,820
TOTAL ASSETS				17,640,930	17,628,480	17,345,864	24,854,180	24,396,624	24,452,072	24,071,760	23,734,508	23,443,038	23,200,226
LIABILITIES													
Current Liabilities													
Payables				94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000
Overdraft Facility				0	0	0	0	0	0	0	0	0	0
Borrowings				52,546	55,341	174,093	140,817	191,088	175,857	184,650	193,883	203,577	46,018
Provisions				0	0	0	0	0	0	0	0	0	0
Total Current Liabilities				146,546	149,341	268,093	234,817	285,088	269,857	278,650	287,883	297,577	140,018
Non Current Liabilities													
Borrowings				243,654	188,313	14,220	2,373,403	2,140,121	2,464,264	2,279,614	2,085,731	1,882,154	1,836,136
Provisions				0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities				243,654	188,313	14,220	2,373,403	2,140,121	2,464,264	2,279,614	2,085,731	1,882,154	1,836,136
TOTAL LIABILITIES				390,200	337,654	282,313	2,608,220	2,425,209	2,734,121	2,558,264	2,373,614	2,179,731	1,976,154
NET ASSETS				17,250,730	17,290,826	17,063,551	22,245,960	21,971,415	21,717,951	21,513,496	21,360,894	21,263,307	21,224,072
EQUITY													
Retained Earnings				11,009,730	11,049,826	10,822,551	16,004,960	15,730,415	15,476,951	15,272,496	15,119,894	15,022,307	14,983,072
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				17,250,730	17,290,826	17,063,551	22,245,960	21,971,415	21,717,951	21,513,496	21,360,894	21,263,307	21,224,072

WATER SUPPLY
PROJECTED CASH FLOW STATEMENT
10 Year Period 2019/20 to 2028/29

	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	419,294	440,401	462,567	485,846	510,293	535,967	562,930	591,246	620,983	652,212
User Charges & Fees	686,906	668,512	701,690	736,521	773,085	811,469	851,765	894,067	938,475	985,095
Interest & Investment Revenue	59,125	60,899	62,726	64,607	66,546	68,542	70,598	72,716	74,898	77,145
Grants & Contributions	24,000	323,214	22,412	5,521,542	20,949	21,251	21,752	22,840	23,982	25,181
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-267,919	-275,956	-284,235	-292,762	-301,545	-310,591	-319,909	-329,506	-339,391	-349,573
Materials & Contracts	-409,754	-422,047	-434,708	-447,750	-461,182	-475,018	-489,268	-503,946	-519,064	-534,636
Borrowing Costs	-14,689	-12,063	-9,268	-131,372	-122,530	-138,809	-129,750	-120,957	-111,725	-102,031
Other	-181,111	-186,544	-192,141	-197,905	-203,842	-209,957	-216,256	-222,744	-229,426	-236,309
Net Cash provided (or used in) Operating Activities	315,852	596,414	329,043	5,738,727	281,774	302,854	351,863	403,716	458,731	517,084
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 & Equipment	-470,000	-772,500	-446,000	-8,378,000	-490,000	-1,162,500	-244,000	-226,000	-173,500	-162,500
Net Cash provided (or used in) Investing Activities	-470,000	-772,500	-446,000	-8,378,000	-490,000	-1,162,500	-244,000	-226,000	-173,500	-162,500
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	2,500,000	0	500,000	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-49,920	-52,546	-55,341	-174,093	-183,011	-191,088	-175,857	-184,650	-193,883	-203,577
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-49,920	-52,546	-55,341	2,325,907	-183,011	308,912	-175,857	-184,650	-193,883	-203,577
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-204,068	-228,632	-172,298	-313,366	-391,237	-550,734	-67,994	-6,934	91,348	151,007
plus Cash & Equivalents at beginning of year	2,377,316	2,173,248	1,944,616	1,772,318	1,458,952	1,067,714	516,980	448,986	442,052	533,400
CASH & EQUIVALENTS AT YEAR END	2,173,248	1,944,616	1,772,318	1,458,952	1,067,714	516,980	448,986	442,052	533,400	684,406
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	2,173,248	1,944,616	1,772,318	1,458,952	1,067,714	516,980	448,986	442,052	533,400	684,406

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						SEWERAGE SERVICES							
						PROJECTED BALANCE SHEET							
						10 Year Period 2019/20 to 2028/29							
				FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
				2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
ASSETS													
Current Assets													
Cash & Cash Equivalents				1,289,491	870,790	853,593	637,030	763,658	1,060,428	1,355,305	1,782,670	2,253,434	2,831,545
Receivables				52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
Inventories				0	0	0	0	0	0	0	0	0	0
Total Current Assets				1,341,491	922,790	905,593	689,030	815,658	1,112,428	1,407,305	1,834,670	2,305,434	2,883,545
Non Current Assets													
Investments				0	0	0	0	0	0	0	0	0	0
Receivables				19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Infrastructure, Property, Plant & Equipment				13,697,375	14,252,750	14,468,125	14,949,500	15,159,875	15,278,250	15,502,625	18,285,000	18,393,375	18,501,750
Total Non Current Assets				13,716,375	14,271,750	14,487,125	14,968,500	15,178,875	15,297,250	15,521,625	18,304,000	18,412,375	18,520,750
TOTAL ASSETS													
				15,057,866	15,194,540	15,392,718	15,657,530	15,994,533	16,409,678	16,928,930	20,138,670	20,717,809	21,404,295
LIABILITIES													
Current Liabilities													
Payables				13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Overdraft Facility				0	0	0	0	0	0	0	0	0	0
Borrowings				16,188	16,853	17,503	18,178	18,884	0	0	66,420	69,741	72,861
Provisions				0	0	0	0	0	0	0	0	0	0
Total Current Liabilities				29,188	29,853	30,503	31,178	31,884	13,000	13,000	79,420	82,741	85,861
Non Current Liabilities													
Borrowings				71,418	54,565	37,062	18,884	0	0	0	1,235,323	1,165,582	1,092,721
Provisions				0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities				71,418	54,565	37,062	18,884	0	0	0	1,235,323	1,165,582	1,092,721
TOTAL LIABILITIES													
				100,606	84,418	67,565	50,062	31,884	13,000	13,000	1,314,743	1,248,323	1,178,582
NET ASSETS													
				14,957,260	15,110,122	15,325,153	15,607,468	15,962,649	16,396,678	16,915,930	18,823,927	19,469,486	20,225,713
EQUITY													
Retained Earnings				6,195,260	6,348,123	6,563,153	6,845,468	7,200,650	7,634,678	8,153,930	10,061,928	10,707,487	11,463,714
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				14,957,260	15,110,123	15,325,153	15,607,468	15,962,650	16,396,678	16,915,930	18,823,928	19,469,487	20,225,714

SEWERAGE SERVICES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2019/20 to 2028/29

	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	479,698	514,297	551,349	591,025	633,512	679,006	727,719	779,878	835,724	895,517
User Charges & Fees	617,919	660,440	705,915	754,551	806,569	862,203	921,707	985,351	1,053,423	1,126,234
Interest & Investment Revenue	26,755	27,558	28,384	29,236	30,113	31,016	31,947	32,905	33,892	34,909
Grants & Contributions	140,627	14,511	14,383	14,228	14,083	13,928	13,906	1,379,323	14,753	15,195
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-299,316	-308,295	-317,544	-327,070	-336,882	-346,989	-357,398	-368,120	-379,164	-390,539
Materials & Contracts	-308,815	-318,080	-327,622	-337,451	-347,574	-358,002	-368,742	-379,804	-391,198	-402,934
Borrowing Costs	-3,823	-3,243	-2,579	-1,929	-1,253	-547	0	-68,250	-65,087	-61,766
Other	-94,855	-97,700	-100,631	-103,650	-106,760	-109,963	-113,262	-116,659	-120,159	-123,764
Net Cash provided (or used in) Operating Activities	558,191	489,488	551,655	618,940	691,807	770,653	855,877	2,244,623	982,184	1,092,852
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 & Equipment	-410,000	-892,000	-552,000	-818,000	-547,000	-455,000	-561,000	-3,119,000	-445,000	-445,000
Net Cash provided (or used in) Investing Activities	-410,000	-892,000	-552,000	-818,000	-547,000	-455,000	-561,000	-3,119,000	-445,000	-445,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	1,365,000	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-15,608	-16,188	-16,853	-17,503	-18,178	-18,884	0	-63,257	-66,420	-69,741
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-15,608	-16,188	-16,853	-17,503	-18,178	-18,884	0	1,301,743	-66,420	-69,741
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	132,583	-418,700	-17,198	-216,563	126,629	296,769	294,877	427,366	470,764	578,111
plus Cash & Equivalents at beginning of year	1,156,908	1,289,491	870,790	853,593	637,030	763,658	1,060,428	1,355,305	1,782,670	2,253,434
CASH & EQUIVALENTS AT YEAR END	1,289,491	870,790	853,593	637,030	763,658	1,060,428	1,355,305	1,782,670	2,253,434	2,831,545
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	1,289,491	870,790	853,593	637,030	763,658	1,060,428	1,355,305	1,782,670	2,253,434	2,831,545

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ORANA LIVING													
PROJECTED BALANCE SHEET													
10 Year Period 2019/20 to 2028/29													
				FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
ASSETS													
Current Assets													
Cash & Cash Equivalents				1,529,952	1,836,849	2,163,003	2,508,992	2,875,410	3,262,871	3,672,006	4,103,465	4,557,917	5,036,053
Receivables				47,073	47,073	47,073	47,073	47,073	47,073	47,073	47,073	47,073	47,073
Inventories				0	0	0	0	0	0	0	0	0	0
Total Current Assets				1,577,025	1,883,922	2,210,076	2,556,065	2,922,483	3,309,944	3,719,079	4,150,538	4,604,990	5,083,126
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				2,709,519	2,979,804	3,250,090	3,520,375	3,790,661	4,060,946	4,331,232	4,601,517	4,871,803	5,142,088
Total Non Current Assets				2,709,519	2,979,804	3,250,090	3,520,375	3,790,661	4,060,946	4,331,232	4,601,517	4,871,803	5,142,088
TOTAL ASSETS				4,286,544	4,863,726	5,460,166	6,076,440	6,713,144	7,370,890	8,050,311	8,752,055	9,476,793	10,225,214
LIABILITIES													
Current Liabilities													
Payables				47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006
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				47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006
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				47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006	47,006
NET ASSETS				4,239,538	4,816,720	5,413,160	6,029,434	6,666,138	7,323,884	8,003,305	8,705,049	9,429,787	10,178,208
EQUITY													
Retained Earnings				3,530,727	4,107,910	4,704,349	5,320,623	5,957,327	6,615,074	7,294,494	7,996,238	8,720,976	9,469,398
Revaluation Reserves				708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811
TOTAL EQUITY				4,239,538	4,816,721	5,413,160	6,029,434	6,666,138	7,323,885	8,003,305	8,705,049	9,429,787	10,178,209

ORANA LIVING
PROJECTED CASH FLOW STATEMENT
10 Year Period 2019/20 to 2028/29

	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	4,832,605	4,977,583	5,126,911	5,280,718	5,439,140	5,602,314	5,770,383	5,943,495	6,121,799	6,305,453
Interest & Investment Revenue	68,582	70,639	72,759	74,941	77,190	79,505	81,890	84,347	86,878	89,484
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	-3,930,425	-4,048,338	-4,169,788	-4,294,882	-4,423,728	-4,556,440	-4,693,133	-4,833,927	-4,978,945	-5,128,313
Materials & Contracts	-294,061	-302,883	-311,969	-321,328	-330,968	-340,897	-351,124	-361,658	-372,508	-383,683
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-53,500	-55,105	-56,758	-58,461	-60,215	-62,021	-63,882	-65,798	-67,772	-69,805
Net Cash provided (or used in) Operating Activities	623,201	641,897	661,154	680,989	701,418	722,461	744,135	766,459	789,453	813,136
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 & Equipment	-1,010,000	-360,000	-360,000	-360,000	-360,000	-360,000	-360,000	-360,000	-360,000	-360,000
Net Cash provided (or used in) Investing Activities	-985,000	-335,000	-335,000	-335,000	-335,000	-335,000	-335,000	-335,000	-335,000	-335,000
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	-361,799	306,897	326,154	345,989	366,418	387,461	409,135	431,459	454,453	478,136
plus Cash & Equivalents at beginning of year	1,891,751	1,529,952	1,836,849	2,163,003	2,508,992	2,875,410	3,262,871	3,672,006	4,103,465	4,557,917
CASH & EQUIVALENTS AT YEAR END	1,529,952	1,836,849	2,163,003	2,508,992	2,875,410	3,262,871	3,672,006	4,103,465	4,557,917	5,036,053
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	1,529,952	1,836,849	2,163,003	2,508,992	2,875,410	3,262,871	3,672,006	4,103,465	4,557,917	5,036,053

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CARLGINDA ENTERPRISES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2019/20 to 2028/29

	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	447,577	409,504	421,789	434,443	447,476	460,901	474,728	488,970	503,639	518,748
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	89,252	91,930	94,687	107,528	120,454	133,468	146,572	149,769	153,062	166,454
Payments:										
Employee Costs	-395,111	-406,964	-419,173	-431,748	-444,701	-458,042	-471,783	-485,937	-500,515	-515,530
Materials & Contracts	-60,542	-82,358	-84,829	-87,374	-89,995	-92,695	-95,476	-98,340	-101,290	-104,329
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-3,886	-4,003	-4,123	-4,246	-4,374	-4,505	-4,640	-4,779	-4,923	-5,070
Net Cash provided (or used in) Operating Activities	77,290	8,109	8,352	18,603	28,861	39,126	49,400	49,682	49,973	60,272
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 & Equipment	-50,000	-10,000	-10,000	-20,000	-10,000	-10,000	-10,000	-20,000	-10,000	-10,000
Net Cash provided (or used in) Investing Activities	-50,000	-10,000	-10,000	-20,000	-10,000	-10,000	-10,000	-20,000	-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	27,290	-1,891	-1,648	-1,397	18,861	29,126	39,400	29,682	39,973	50,272
plus Cash & Equivalents at beginning of year	336,612	363,902	362,011	360,363	358,965	377,826	406,952	446,352	476,035	516,007
CASH & EQUIVALENTS AT YEAR END	363,902	362,011	360,363	358,965	377,826	406,952	446,352	476,035	516,007	566,279
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	363,902	362,011	360,363	358,965	377,826	406,952	446,352	476,035	516,007	566,279

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						COOEE LODGE								
						PROJECTED BALANCE SHEET								
						10 Year Period 2019/20 to 2028/29								
					FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
ASSETS														
Current Assets														
Cash & Cash Equivalents					6,379,508	6,442,914	6,511,271	6,584,671	6,638,299	6,722,302	6,813,543	6,959,154	7,087,133	7,247,702
Receivables					46,453	46,453	46,453	46,453	46,453	46,453	46,453	46,453	46,453	46,453
Inventories					0	0	0	0	0	0	0	0	0	0
Total Current Assets					6,425,961	6,489,367	6,557,724	6,631,124	6,684,752	6,768,755	6,859,996	7,005,607	7,133,586	7,294,155
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					19,957,108	20,002,517	20,052,515	20,107,242	20,191,838	20,256,449	20,326,227	20,401,326	20,506,905	20,593,130
Total Non Current Assets					19,957,108	20,002,517	20,052,515	20,107,242	20,191,838	20,256,449	20,326,227	20,401,326	20,506,905	20,593,130
TOTAL ASSETS					26,383,068	26,491,884	26,610,240	26,738,365	26,876,590	27,025,204	27,186,223	27,406,933	27,640,492	27,887,285
LIABILITIES														
Current Liabilities														
Payables					10,370,253	10,370,253	10,370,253	10,370,253	10,370,253	10,370,253	10,370,253	10,370,253	10,370,253	10,370,253
Overdraft Facility					0	0	0	0	0	0	0	0	0	0
Borrowings					40,471	42,131	43,757	45,445	47,209	47,216	0	0	0	0
Provisions					0	0	0	0	0	0	0	0	0	0
Total Current Liabilities					10,410,724	10,412,384	10,414,010	10,415,698	10,417,462	10,417,469	10,370,253	10,370,253	10,370,253	10,370,253
Non Current Liabilities														
Borrowings					225,758	183,627	139,870	94,425	47,216	0	0	0	0	0
Provisions					0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities					225,758	183,627	139,870	94,425	47,216	0	0	0	0	0
TOTAL LIABILITIES					10,636,482	10,596,011	10,553,880	10,510,123	10,464,678	10,417,469	10,370,253	10,370,253	10,370,253	10,370,253
NET ASSETS					15,746,586	15,895,873	16,056,360	16,228,242	16,411,912	16,607,735	16,815,970	17,036,680	17,270,239	17,517,032
EQUITY														
Retained Earnings					7,983,916	8,133,202	8,293,689	8,465,572	8,649,242	8,845,065	9,053,300	9,274,010	9,507,568	9,754,362
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					15,746,586	15,895,872	16,056,359	16,228,242	16,411,912	16,607,735	16,815,970	17,036,680	17,270,238	17,517,032

COOEE LODGE

PROJECTED CASH FLOW STATEMENT

10 Year Period 2019/20 to 2028/29

	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	4,323,780	3,950,081	4,068,583	4,190,641	4,316,360	4,445,851	4,579,226	4,716,603	4,858,101	5,003,844
Interest & Investment Revenue	162,653	167,533	172,559	177,735	183,067	188,559	194,216	200,043	206,044	212,225
Grants & Contributions	7,452	6,789	5,584	4,285	2,984	1,631	580	597	615	633
Other	260,774	268,597	276,655	284,955	293,503	302,309	311,378	320,719	330,341	340,251
Payments:										
Employee Costs	-2,900,455	-2,987,469	-3,077,093	-3,169,405	-3,264,488	-3,362,422	-3,463,295	-3,567,194	-3,674,210	-3,784,436
Materials & Contracts	-867,657	-891,112	-917,845	-945,380	-973,742	-1,002,954	-1,033,043	-1,064,034	-1,095,955	-1,128,834
Borrowing Costs	-9,558	-8,107	-6,447	-4,821	-3,133	-1,369	0	0	0	0
Other	-145,083	-149,435	-153,918	-158,536	-163,292	-168,190	-173,236	-178,433	-183,786	-189,300
Net Cash provided (or used in) Operating Activities	831,907	356,877	368,078	379,474	391,261	403,414	415,826	428,301	441,150	454,385
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	20,000	0	0	0	20,000	0	0	0	20,000	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 & Equipment	-670,000	-253,000	-257,590	-262,318	-312,187	-272,203	-277,369	-282,690	-333,171	-293,816
Net Cash provided (or used in) Investing Activities	-650,000	-253,000	-257,590	-262,318	-292,187	-272,203	-277,369	-282,690	-313,171	-293,816
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	-39,020	-40,471	-42,131	-43,757	-45,445	-47,209	-47,216	0	0	0
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	-39,020	-40,471	-42,131	-43,757	-45,445	-47,209	-47,216	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	142,887	63,406	68,357	73,399	53,629	84,002	91,241	145,611	127,979	160,569
plus Cash & Equivalents at beginning of year	6,236,621	6,379,508	6,442,914	6,511,271	6,584,671	6,638,299	6,722,302	6,813,543	6,959,154	7,087,133
CASH & EQUIVALENTS AT YEAR END	6,379,508	6,442,914	6,511,271	6,584,671	6,638,299	6,722,302	6,813,543	6,959,154	7,087,133	7,247,702
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	6,379,508	6,442,914	6,511,271	6,584,671	6,638,299	6,722,302	6,813,543	6,959,154	7,087,133	7,247,702

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JACK TOWNEY HOSTEL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2019/20 to 2028/29

	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	504,077	519,199	534,775	550,818	567,343	584,363	601,894	619,951	638,549	657,706
Interest & Investment Revenue	20,874	21,500	22,145	22,810	23,494	24,199	24,925	25,672	26,443	27,236
Grants & Contributions	557,111	573,824	591,039	608,770	627,033	645,844	665,220	685,176	705,732	726,903
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-614,131	-632,555	-651,531	-671,077	-691,210	-711,946	-733,304	-755,303	-777,962	-801,301
Materials & Contracts	-344,578	-354,915	-365,563	-376,530	-387,825	-399,460	-411,444	-423,787	-436,501	-449,596
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-47,093	-48,506	-49,961	-51,460	-53,004	-54,594	-56,232	-57,919	-59,657	-61,446
Net Cash provided (or used in) Operating Activities	76,260	78,548	80,904	83,331	85,831	88,406	91,058	93,790	96,604	99,502
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 & Equipment	-170,000	-10,000	-60,000	-10,000	-35,000	-10,000	-60,000	-10,000	-10,000	-10,000
Net Cash provided (or used in) Investing Activities	-170,000	-10,000	-60,000	-10,000	-35,000	-10,000	-60,000	-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	-93,740	68,548	20,904	73,331	50,831	78,406	31,058	83,790	86,604	89,502
plus Cash & Equivalents at beginning of year	920,326	826,586	895,133	916,037	989,369	1,040,200	1,118,606	1,149,664	1,233,454	1,320,057
CASH & EQUIVALENTS AT YEAR END	826,586	895,133	916,037	989,369	1,040,200	1,118,606	1,149,664	1,233,454	1,320,057	1,409,559
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	826,586	895,133	916,037	989,369	1,040,200	1,118,606	1,149,664	1,233,454	1,320,057	1,409,559

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					ALL COUNCIL LESS WATER & SEWER									
					PROJECTED BALANCE SHEET									
					10 Year Period 2019/20 to 2028/29									
					FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
ASSETS														
Current Assets														
Cash & Cash Equivalents				16,541,069	16,195,026	16,572,305	17,037,322	17,028,296	17,746,667	18,824,807	19,686,777	21,085,396	22,529,732	
Receivables				1,749,394	1,749,394	1,749,394	1,749,394	1,749,394	1,749,394	1,749,394	1,749,394	1,749,394	1,749,394	
Inventories				1,422,593	1,334,593	1,334,593	1,334,593	1,334,593	1,334,593	1,334,593	1,334,593	1,334,593	1,334,593	
Total Current Assets				19,713,056	19,279,013	19,656,292	20,121,309	20,112,283	20,830,654	21,908,794	22,770,764	24,169,383	25,613,719	
Non Current Assets														
Investments				0	0	0	0	0	0	0	0	0	0	
Receivables				145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	
Infrastructure, Property, Plant & Equipment				259,977,947	268,374,496	270,910,972	271,414,816	288,173,109	289,350,574	289,761,045	290,720,703	291,461,241	294,771,398	
Total Non Current Assets				260,122,947	268,519,496	271,055,972	271,559,816	288,318,109	289,495,574	289,906,045	290,865,703	291,606,241	294,916,398	
TOTAL ASSETS														
				279,836,004	287,798,509	290,712,264	291,681,125	308,430,392	310,326,227	311,814,839	313,636,466	315,775,625	320,530,117	
LIABILITIES														
Current Liabilities														
Payables				11,601,490	11,601,490	11,601,490	11,601,490	11,601,490	11,601,490	11,601,490	11,601,490	11,601,490	11,601,490	
Overdraft Facility				0	0	0	0	0	0	0	0	0	0	
Borrowings				554,433	670,149	698,371	687,334	671,759	646,734	625,400	424,066	311,222	313,136	
Provisions				3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	3,174,000	
Total Current Liabilities				15,329,923	15,445,639	15,473,861	15,462,824	15,447,249	15,422,224	15,400,890	15,199,556	15,086,712	15,088,626	
Non Current Liabilities														
Borrowings				3,400,420	3,650,271	3,456,900	2,769,566	2,740,001	2,093,267	1,467,867	1,107,058	795,836	482,700	
Provisions				694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	694,000	
Total Non Current Liabilities				4,094,420	4,344,271	4,150,900	3,463,566	3,434,001	2,787,267	2,161,867	1,801,058	1,489,836	1,176,700	
TOTAL LIABILITIES														
				19,424,343	19,789,910	19,624,761	18,926,390	18,881,250	18,209,491	17,562,757	17,000,614	16,576,548	16,265,326	
NET ASSETS														
				260,411,661	268,008,599	271,087,503	272,754,735	289,549,142	292,116,736	294,252,082	296,635,852	299,199,077	304,264,791	
EQUITY														
Retained Earnings				62,766,287	70,363,225	73,442,129	75,109,362	91,903,769	94,471,363	96,606,709	98,990,479	101,553,703	106,619,418	
Revaluation Reserves				190,568,000	190,568,000	190,568,000	190,568,000	190,568,000	190,568,000	190,568,000	190,568,000	190,568,000	190,568,000	
TOTAL EQUITY				253,334,287	260,931,225	264,010,129	265,677,362	282,471,769	285,039,363	287,174,709	289,558,479	292,121,703	297,187,418	

ALL COUNCIL LESS WATER & SEWER
PROJECTED CASH FLOW STATEMENT
10 Year Period 2019/20 to 2028/29

	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25	FORECAST 2025/26	FORECAST 2026/27	FORECAST 2027/28	FORECAST 2028/29
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	5,405,326	5,566,687	5,732,889	5,904,077	6,080,400	6,262,014	6,449,075	6,641,749	6,840,203	7,044,610
User Charges & Fees	13,445,963	13,189,479	13,583,214	13,988,760	14,411,473	14,841,717	15,284,868	15,741,314	16,211,454	16,695,698
Interest & Investment Revenue	497,370	512,291	527,660	543,490	559,794	576,588	593,886	611,702	630,053	648,955
Grants & Contributions	11,176,622	14,462,246	10,056,163	8,598,727	23,839,536	9,642,329	9,253,049	9,522,690	9,800,421	12,336,484
Other	726,594	744,329	766,659	799,659	833,349	867,749	902,882	928,768	955,431	992,894
Payments:										
Employee Costs	-14,593,342	-14,901,281	-15,373,235	-15,811,772	-16,308,125	-16,774,709	-17,277,950	-17,796,288	-18,330,177	-18,880,082
Materials & Contracts	-5,508,796	-5,631,561	-5,932,853	-6,047,579	-6,258,705	-6,416,167	-6,638,352	-6,797,203	-7,031,119	-7,211,152
Borrowing Costs	-209,905	-217,524	-216,745	-186,509	-183,219	-156,601	-129,748	-102,701	-80,965	-61,824
Other	-1,775,443	-1,858,706	-1,883,567	-1,940,074	-1,998,277	-2,093,225	-2,119,972	-2,183,571	-2,249,078	-2,316,550
Net Cash provided (or used in) Operating Activities	9,164,388	11,865,961	7,260,184	5,848,778	20,976,227	6,749,695	6,317,738	6,566,461	6,746,223	9,249,031
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	372,000	589,400	481,900	348,200	449,800	429,800	429,800	429,800	449,800	429,800
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 & Equipment	-12,843,719	-13,166,971	-7,199,656	-5,033,590	-21,389,913	-5,789,366	-5,022,664	-5,572,149	-5,373,338	-7,923,274
Net Cash provided (or used in) Investing Activities	-12,471,719	-12,577,571	-6,717,756	-4,685,390	-20,940,113	-5,359,566	-4,592,864	-5,142,349	-4,923,538	-7,493,474
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,806,000	920,000	505,000	0	600,000	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	-533,953	-554,433	-670,149	-698,371	-645,140	-671,759	-646,734	-562,143	-424,066	-311,222
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	1,272,047	365,567	-165,149	-698,371	-45,140	-671,759	-646,734	-562,143	-424,066	-311,222
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-2,035,284	-346,044	377,279	465,017	-9,026	718,371	1,078,141	861,970	1,398,619	1,444,336
plus Cash & Equivalents at beginning of year	18,576,353	16,541,069	16,195,026	16,572,305	17,037,322	17,028,296	17,746,667	18,824,807	19,686,777	21,085,396
CASH & EQUIVALENTS AT YEAR END	16,541,069	16,195,026	16,572,305	17,037,322	17,028,296	17,746,667	18,824,807	19,686,777	21,085,396	22,529,732
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	16,541,069	16,195,026	16,572,305	17,037,322	17,028,296	17,746,667	18,824,807	19,686,777	21,085,396	22,529,732

[illegible]