



Gunnedah Shire Council  
Long Term  
Financial Plan  
2017-2021



ADOPTED 21 JUNE 2017 | RESOLUTION: 12.06/17

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## 1. Integrated Planning and Reporting Framework

As from 1 July 2012, Gunnedah Shire Council commenced participation in a new integrated planning and reporting framework for NSW Local Government.



Integrated Planning is the term used to describe the planning process where long term community aspirations and goals are identified. It is then up to local government and various community stakeholders to develop supporting plans and strategies to deliver these aspirations.

The framework provides for a 10 year Community Strategic Plan, a four year Delivery Program and an annual Operational Plan linked to longer term specific strategic plans collectively referred to as the Resourcing Strategy, it comprises:

1. Long Term Financial Plan (10 years);
2. Strategic Asset Management Plans (10 years); and
3. Workforce Management Plan (4 years).

The Resourcing Strategy informs, influences and ultimately reflects Council's Community Strategic Plan which outlines the needs and aspirations of the people of Gunnedah, both now and into the future. Accordingly all of the plans contained within the resourcing strategy provide key input in shaping both the Delivery Program (4 years) and Operational Plans (annual) of Council.

## 2. Introduction

This Long Term Financial Plan has been prepared to:

- confirm and communicate Council's financial objectives and forecasts for the planning period to the community and all of Council's stakeholders; and
- guide the preparation of Council's Annual Budget and Delivery Program within the context of long term financial sustainability.

The Plan provides a framework for sustainable financial management balancing our environmental, social, economic and governance objectives whilst delivering services and facilities to the people of the Gunnedah Shire Council area.

The Plan provides direction for future service planning and is a critical tool in identifying, leveraging and managing Council's key strengths, risks and opportunities with regard to Council's ongoing capacity and long term financial stability. It also provides a prudent and sustainable financial framework for the longer term from which Council will develop its Delivery Program and Operational Plan.

The plan is not a static document and will be reviewed annually as part of Council's strategic planning and budget process to ensure it remains reflective of the prevailing internal and external environment.

The aim of this plan is to:

- Establish a long term financial direction encompassing appropriate performance measures against which Council's strategies, policies, plans and financial performance can be measured.
- Establish a robust and prudent financial framework, to which strategies can be integrated to achieve planned outcomes.
- Assist in eliminating strategic financial risks and identify Council's financial strengths and opportunities to be leveraged.
- Ensure that Council complies with sound financial management principles, as required by legislation and adopted plans for the long-term financial sustainability of Council.

## 3. Background

Like the majority of Councils in NSW, Gunnedah faces a major challenge in funding its ongoing services whilst simultaneously maintaining and replacing its community assets in a manner in which to ensure their capacity into the future, whilst at the same time ensuring that rates remain at an equitable and affordable level throughout the community.

The growth in the cost of labour and materials, increasing demand for services and the shifting of costs from other levels of government, all combine with a legislative cap on revenue generated from rates (rate pegging), to create a challenging financial environment to work within. Therefore at the core of Gunnedah's future financial sustainability will be the ability to adapt and respond to the challenges we face in delivering services more efficiently, provide increasing operational productivity and developing opportunities to generate additional revenue sources.

Long Term Financial Planning (LTFP) is vital for informing Council, our community and other stakeholders about the long term financial position and sustainability of our organisation. The aim of our plan is not only to ensure the financial sustainability of Council over the longer term, but also to provide for the appropriate maintenance and replacement of Council’s assets into the future.

The long term financial plan will provide but not be limited to the following key benefits:

- It provides an indication of the future financial position and performance of Council;
- A projection of the holistic long term costs of decisions to fully inform debate and ultimately strategic decision making;
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels;
- A method to determine the risks in adopting future strategic directions;
- The capability for Council and the community to test the outcomes of scenarios resulting from different policy settings and service levels;
- A mechanism to test the robustness and sensitivity of key assumptions underpinning a range of strategic planning alternatives; and
- A vital contribution to the development of Council’s Asset Management Strategy and all of Council’s plans.

#### 4. Financial Sustainability

A financially sustainable Council is one that has the ability to fund ongoing service delivery, and the renewal and replacement of assets without imposing excessive debt or rate increase on future generations.

The Office of Local Government (OLG) has developed a set of criteria and benchmarks to measure if Councils are strategic and fit for the future. The indicators were developed and based on work by NSW Treasury Corp, Independent Pricing and Regulatory Tribunal (IPART) and the Independent Local Government Review Panel. The assessment of each Council against criteria was undertaken by IPART and then endorsed by the OLG.

All Councils within NSW were involved in a Fit for the Future assessment identifying how they would meet future challenges, each Council was required to submit a proposal to demonstrate their ability to meet the financial benchmarks set by the OLG. Submissions were reviewed by IPART, who provided recommendations to the OLG.

Gunnedah Shire Council successfully demonstrated that it had the necessary capacity to be financially sustainable and efficient in their service delivery into the future.

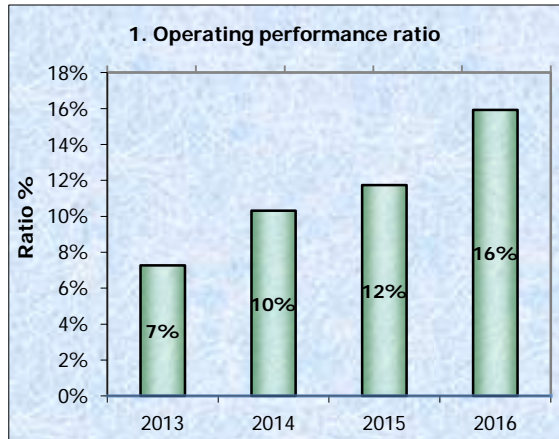
IPART Assessment of Gunnedah Shire Council:

Assessment Criteria	Outcome
Scale and Capacity	Satisfies
Financial Criteria:	Satisfies Overall
▪ Sustainability	Satisfies
▪ Infrastructure and Service Management	Satisfies
▪ Efficiency	Satisfies

## 5. Current Financial Position

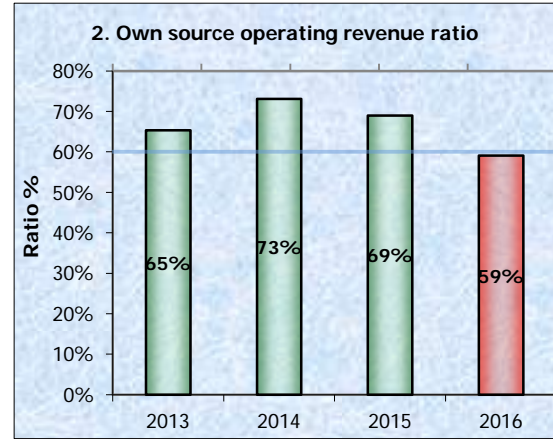
Gunnedah Shire Council's current financial position continues to be sound. The audited Financial Statements at 30 June 2016 showed cash and investments of \$56.0 million.

The below graphs represent Council's sustainability against set criteria and benchmarks per the audited Financial Statements for the year ended 30 June 2016:



**Purpose of operating performance ratio**

This ratio measures Council's achievement of containing operating expenditure within operating revenue.



**Purpose of own source operating revenue ratio**

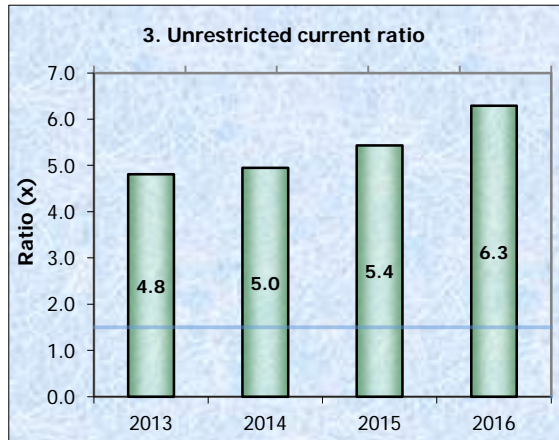
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Benchmark: ——— Minimum  $\geq 0.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

Benchmark: ——— Minimum  $\geq 60.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

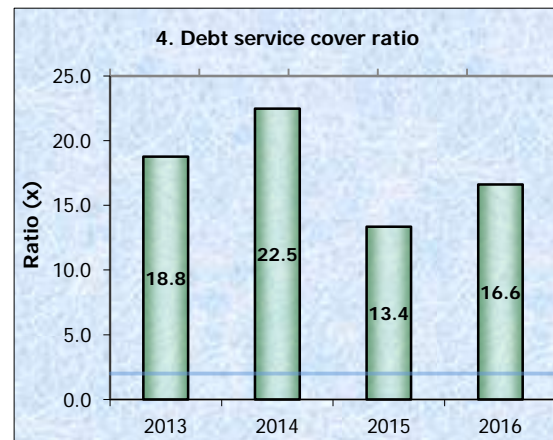


**Purpose of unrestricted current ratio**

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Benchmark: ——— Minimum  $\geq 1.50$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

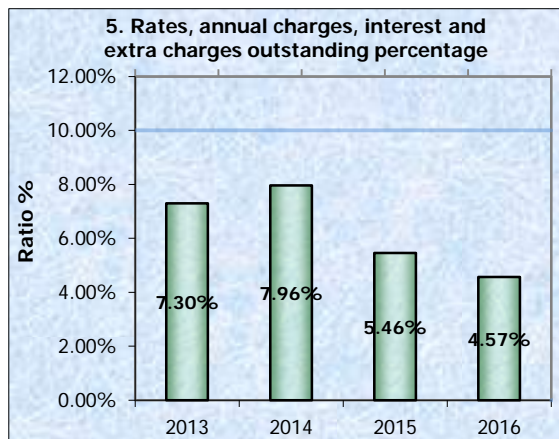


**Purpose of debt service cover ratio**

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Benchmark: ——— Minimum  $\geq 2.00$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

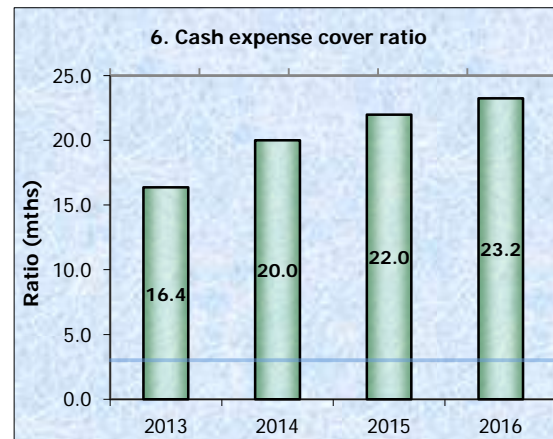


**Purpose of rates and annual charges outstanding ratio**

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Benchmark: ——— Maximum  $< 10.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #24



**Purpose of cash expense cover ratio**

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Benchmark: ——— Minimum  $\geq 3.00$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

## 6. Financial Management Strategies

### Rating Income Strategy

Rating Income is generated by a levy on properties within the Council area for the provision of local government services. Income from rates forms the largest single portion of Council's total overall revenue and totalled 31.34% of the total income received for the 2015/16 financial year.

Rating income is currently generated from four rating categories: being residential, business, farmland and mining.

Gunnedah Council's rate base consists of approximately 6,179 rateable properties which in 2016/17 are estimated to supply general rates of approximately \$12.3 million across all of the four categories. This income constitutes the primary revenue stream for Council and represents a significant funding source for the delivery of services to the Gunnedah community.

### Fees and Charges

Council has the ability to raise revenue through the adoption of a fee or charge for services or facilities provided. Our fees and charges are split into the following categories:

1. Regulatory – these fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increase of these fees and charges.
2. Discretionary – Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services. These fees are charged with the intention of recovering some of the costs associated with this service or usage of a facility.

### Grants / Subsidies

Due to the unknown nature, many of our non-recurrent grant funds are included in the first few years, however in the later years there are only a few successful grant projects that Council is aware of. Ongoing recurrent grant funds include the Financial Assistance Grant and Roads to Recovery Program. Equally, the associated grant funded expenditure is also recognised where applicable.

Council is also awarded significant contract works each year on State Roads which assist in maintaining existing workforce and plant resource levels.

### Section 94 Developer

Section 94 and 94A of the Environmental Planning & Assessment Act enables Council to collect contributions towards the provision, extension or augmentation of public amenities and services required as the consequence of a development.



Council's Contributions Plan sets out what infrastructure is required, likely timing of construction, cost of required works and how this cost will be split between Council and developers. Council is only able to levy contributions in accordance with this plan. Where permitted, developers may construct works, or dedicate land in lieu of making a cash contribution. Where this happens, the developer enters into a Voluntary Planning Agreement (VPA). In these cases, the works are required to be completed prior to the developer being issued a certificate for their development.

### **Investment Principals**

Council has an adopted Investment Policy. The purpose of the policy is:

1. To provide a framework for the investing of Council funds with consideration to the following:
  - The manner in which funds can be invested.
  - Risk profile considerations for investment categories.
  - Institutions Council may invest in.
  - Reporting requirements of Council's portfolio.
  
2. Ensure that all investments are placed in accordance with the requirements of :
  - Local Government Act (1993).
  - Local Government Code of Accounting Practice.
  - Prevailing Ministers Order.
  - Division of Local Government Investment Circular.
  - Australian Accounting Standards.

### **Loan Borrowings**

Council's policy on funding expenditure through loan borrowing is:

- Funds will generally be borrowed for specific capital projects, which are clearly linked to community expectations outlined in the Long Term Financial Plan and Community Strategic Plan.
- Council will consider the use of loans to ensure existing residents are not burdened with the cost of infrastructure which will be enjoyed by future generations.
- Loan borrowings are only considered after all other potential funding strategies have been investigated, including use of existing cash reserves and external funding opportunities.
- Council will review its Long Term Financial Plan to ensure capacity to service the debt from recurrent revenues.

## Cash Reserves and Restrictions

A number of cash reserves are held as either externally restricted (legislative requirements) or internally restricted (Council decision). The projected balance of cash reserves at 30 June 2017 is \$31 million.

Below is an outline of the various reserves established by Council.

### **1.1 Section 94 Developer Contributions**

Section 94 of the Environmental Planning & Assessment Act – all unexpended S94 contributions are to be restricted only for the purpose for which they were originally collected under various Contribution Plans adopted by Council.

### **1.2 Water, Sewer, Domestic Waste Management**

Externally restricted reserves are financial resources held to cover operational shortfalls and capital renewal for Council's water, sewer and domestic waste sections.

### **1.3 Specific Purpose Unexpended Grants**

Where grant funding has been received and entire works are yet to be undertaken, Council holds these funds in unexpended grants reserves until funds are fully expended as per relevant funding documentation.

### **1.4 Employee Leave Entitlements**

This reserve is held to partially fund Council's liability for annual and long service leave. Council's target provision is 30% of the overall leave liability.

### **1.5 Plant Replacement**

Reserve allocated to fund the replacement of Council's plant and equipment upon the end of its useful life. The reserve is supported by a 10 year Plant Replacement Program.

### **1.6 Saleyards**

Internally restricted reserve held to cover operational shortfalls and capital upgrade/renewal of Council's saleyards facility.

### **1.7 Roads Capital Works**

This reserve has been established to fund future works to Council's road infrastructure.

### **1.8 Other Restrictions**

Council holds a number of minor internal reserves for purposes including information technology upgrades, strategic planning, tourism and various infrastructure works.

## 7. Planning Assumptions

### General Assumptions

#### Population Forecasts

The population of Gunnedah has been forecast to continue to grow at a rate of 0.65% per annum. This assumption is based on annual growth rates experienced over recent years combined with forecast for growth in the future. This is informed by expected residential developments over the coming 10 year period and job growth resulting from the mining sector and mining related industry.

#### Inflation (Consumer Price Index)

In determining the inflationary increase assumption for this Long Term Financial Plan, Council has used the current inflation rate of 1.7% for year one. This has then been increased by 0.2% per year based on historical movement. An inflation rate of 2.5% is maintained from year 5 onwards, averaged on the Reserve Bank of Australia's (RBA) target inflation rate of 2–3%.

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Inflation Assumption	1.70%	1.90%	2.10%	2.30%	2.50%
	2022/23	2023/24	2024/25	2025/26	2026/27
	2.50%	2.50%	2.50%	2.50%	2.50%

### Expenditure Assumptions

#### Borrowing Costs

Based upon average long term rates and current market quotations received from two independent financial institutions, Council has projected a flat rate of 3.59% for loan borrowing interest rates across the ten years of this Long Term Financial Plan.

#### Materials and Contracts

Projected increases in materials & contracts are generally in line with inflation and economic predictions over the ten years of this plan.

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Inflation Assumption	1.70%	1.90%	2.10%	2.30%	2.50%
	2022/23	2023/24	2024/25	2025/26	2026/27
	2.50%	2.50%	2.50%	2.50%	2.50%

Provisions for maintenance, operational and renewal costs of new assets will be identified in Council's Asset Management Plans.

## Employee Costs

### Industry Award Increase

Council is currently awaiting the update of the Local Government Award. Based on historical award increase and known future rate pegging, a rate of 2.0% has been used.

In addition we have also applied a 0.65% representative of historical averages to incorporate payment for additional promotions and upskilling.

As calculations include average results over historical years, this rate has remained constant throughout the ten year plan.

### Superannuation Payments

Based on government legislation, current rate for Super Guarantee Levy is 9.5%.

### Depreciation

The Long Term Financial Plan has incorporated the subsequent impact of revaluations and also includes projected depreciation costs of new assets which have been identified within. The inclusion of depreciation provides a more accurate reflection of the overall costs of funds required to allow Councils to maintain the current level of service.

### Major Planned Expenditure

Major projects to be undertaken within the time frame of this LTFP include:

2017/18	Blackjack Creek Flood Mitigation Project	\$1,583,515.00
2018/19	All Abilities Inclusive Playground	\$1,500,000.00
2018/19	Curlewis Water Pipeline Construction	\$5,200,000.00
2019/20	Waste Management Facility – Construct New Landfill	\$1,261,875.00
2020/21	Remediation Works Waste Management Facility – Stage 1	\$1,810,350.00
2020/21	Borthistle Road Reservoir Construction	\$2,500,000.00
2021/22	Gunnedah Sewage Treatment Plant – Stage 2	\$5,075,000.00
2024/25	Remediation Works Waste Management Facility – Stage 2	\$1,973,500.00
2017/18	Plant Replacement Program – Ongoing each year	\$1,882,375.00

## Revenue Assumptions

### Interest Rate Movements

Interest rate movements for this Long Term Financial Plan have been based projected five year interest rates as at January 2017. Assumption is that rates will increase until Year five. Year six onwards will remain steady as reflected by the RBA target inflation rate.

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Interest Rate - Investment	2.80%	2.90%	3.00%	3.50%	3.50%
	2022/23	2023/24	2024/25	2025/26	2026/27
	3.50%	3.50%	3.50%	3.50%	3.50%

### Rates

IPART rate pegging determines the maximum percentage amount by which a Council may increase its general income for the year. The rate peg does not apply to stormwater, waste collection or water and sewerage charges.

The rate peg is mainly based on the Local Government Cost Index (LGCI). The LGCI measures price changes over the previous year for the goods and labour and average Council will use, it also looks at productivity changes over the same period.

Rate pegging for the 2016/17 financial year was 1.5%, this plan uses a rate increase of 2.00% using a 20 year average with the inclusion of an additional 0.65% for population growth. Based upon low levels of economic growth this rate continues for years one to four then following the trend of model indexation, increases to 2.50% plus 0.65% in year five.

### Fees and Charges

Regulatory Fees and Charges are determined by State Government Legislation and increases have been based upon the CPI and future economic predictions of this cost index.

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Statutory Fees & Charges	1.70%	1.90%	2.10%	2.30%	2.50%
	2022/23	2023/24	2024/25	2025/26	2026/27
	2.50%	2.50%	2.50%	2.50%	2.50%

### Discretionary Fees and User Charges

Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services. Based on historical rates, indexation for discretionary fees and charges have been set at 3.00%.

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Discretionary Fees & Charges	3.00%	3.00%	3.00%	3.00%	3.00%
	2022/23	2023/24	2024/25	2025/26	2026/27
	3.00%	3.00%	3.00%	3.00%	3.00%

### Grants & Contributions

Council receives both recurrent / ongoing grants funding in addition to specific purpose / “one off” grants.

Grants and contributions vary each year dependent on the programs, the assumption has been made that all recurrent funding will continue over the ten years and these follow the trend of model indexation increases.

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Grants & Contributions	1.70%	1.90%	2.10%	2.30%	2.50%
	2022/23	2023/24	2024/25	2025/26	2026/27
	2.50%	2.50%	2.50%	2.50%	2.50%

It is also noted that Council will apply for various other grants throughout the life of the plan, as funding amounts are unknown there has been no allowance for these in this plan.

### Section 94 Developer Contributions

The plan has been developed considering both past and present growth factors and development to continue as per that trend. Contributions are therefore only reflective of the CPI increase.

The receipt of these funds is dependent upon the type and volume of development to occur within the Shire.

## 8. Financial Statements

**Gunnedah Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**INCOME STATEMENT - CONSOLIDATED**  
**Scenario: Sustainable Services**

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years		2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	16,157,000	16,752,319	17,121,241	17,532,439	17,953,556	18,384,310	18,917,898	19,467,021	20,032,131	20,613,697	21,212,197	21,880,381
User Charges & Fees	11,800,000	9,742,710	8,338,435	8,764,263	9,006,363	9,263,187	9,535,534	9,815,663	10,104,046	10,400,936	10,706,570	11,021,217
Interest & Investment Revenue	1,693,000	1,627,068	1,589,336	1,737,856	1,766,077	1,965,858	2,186,872	2,322,961	2,448,099	2,642,010	2,856,532	3,023,896
Other Revenues	819,000	470,948	391,707	444,462	453,789	464,213	475,788	487,652	499,816	512,277	525,049	538,137
Grants & Contributions provided for Operating Purposes	12,218,000	12,150,157	10,286,288	13,360,027	9,979,510	10,097,538	10,391,343	10,694,039	11,005,898	11,327,207	11,658,259	11,999,353
Grants & Contributions provided for Capital Purposes	8,864,000	3,816,474	4,332,768	1,014,409	1,035,712	427,135	437,815	448,760	459,979	471,479	483,266	495,347
<b>Other Income:</b>	-	-	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	10,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>51,561,000</b>	<b>44,559,676</b>	<b>42,059,775</b>	<b>42,853,456</b>	<b>40,195,008</b>	<b>40,602,241</b>	<b>41,945,250</b>	<b>43,236,096</b>	<b>44,549,970</b>	<b>45,967,607</b>	<b>47,441,873</b>	<b>48,958,331</b>
<i>Check</i>												
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	13,215,000	13,884,720	14,632,154	14,984,126	15,349,081	15,728,086	16,140,019	16,538,510	16,991,973	17,441,995	17,902,542	18,349,501
Borrowing Costs	728,000	707,077	870,289	849,022	789,680	763,206	737,271	708,883	643,250	611,212	576,825	540,361
Materials & Contracts	9,741,000	9,881,649	7,557,820	7,874,515	8,023,855	8,282,745	8,413,403	8,620,490	8,809,967	9,022,770	9,227,759	9,430,360
Depreciation & Amortisation	9,341,000	9,393,154	10,319,223	11,102,346	11,353,773	11,724,105	11,920,967	12,106,516	12,529,284	12,940,328	13,135,163	13,253,178
Impairment	57,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,809,000	2,644,948	2,865,164	3,039,984	3,193,761	3,376,335	3,258,803	3,454,705	3,515,396	3,764,689	3,634,276	3,852,498
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	507,000	56,266	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>36,398,000</b>	<b>36,567,814</b>	<b>36,244,650</b>	<b>37,849,994</b>	<b>38,710,150</b>	<b>39,874,477</b>	<b>40,470,464</b>	<b>41,429,103</b>	<b>42,489,870</b>	<b>43,780,994</b>	<b>44,476,565</b>	<b>45,425,898</b>
<i>Check</i>												
<b>Operating Result from Continuing Operations</b>	<b>15,163,000</b>	<b>7,991,862</b>	<b>5,815,125</b>	<b>5,003,462</b>	<b>1,484,858</b>	<b>727,765</b>	<b>1,474,787</b>	<b>1,806,993</b>	<b>2,060,100</b>	<b>2,186,613</b>	<b>2,965,308</b>	<b>3,532,433</b>
<i>Check</i>												
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>15,163,000</b>	<b>7,991,862</b>	<b>5,815,125</b>	<b>5,003,462</b>	<b>1,484,858</b>	<b>727,765</b>	<b>1,474,787</b>	<b>1,806,993</b>	<b>2,060,100</b>	<b>2,186,613</b>	<b>2,965,308</b>	<b>3,532,433</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>6,299,000</b>	<b>4,175,388</b>	<b>1,482,357</b>	<b>3,989,053</b>	<b>449,146</b>	<b>300,630</b>	<b>1,036,972</b>	<b>1,358,233</b>	<b>1,600,121</b>	<b>1,715,134</b>	<b>2,482,042</b>	<b>3,037,086</b>

Gunnedah Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2027  
 BALANCE SHEET - CONSOLIDATED  
 Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	3,777,000	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	1,000,000	1,000,000
Investments	52,294,000	39,088,439	41,391,312	38,539,393	39,727,995	39,648,147	38,025,687	39,966,341	44,817,376	49,526,216	54,641,678	59,433,944
Receivables	5,092,000	5,556,551	4,860,686	5,009,788	5,101,640	5,221,965	5,382,325	5,534,585	5,721,459	5,905,450	6,097,445	6,282,913
Inventories	820,000	820,701	746,763	762,699	779,327	802,986	823,238	838,885	858,925	884,297	908,855	925,643
Other	238,000	157,493	135,236	140,677	144,687	149,878	151,096	156,103	159,802	165,404	167,367	172,657
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>61,871,000</b>	<b>46,623,184</b>	<b>48,133,997</b>	<b>45,452,556</b>	<b>46,753,649</b>	<b>46,822,976</b>	<b>45,382,346</b>	<b>47,495,914</b>	<b>52,557,561</b>	<b>57,481,368</b>	<b>62,815,345</b>	<b>67,815,157</b>
<i>Check</i>												
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	31,000	24,000	20,500	17,000	13,500	10,000	6,500	3,000	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	392,616,000	422,482,640	425,310,795	430,864,285	430,976,521	431,496,699	434,288,914	432,415,492	429,279,504	426,468,764	423,533,246	421,534,713
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>392,647,000</b>	<b>422,506,640</b>	<b>425,331,295</b>	<b>430,881,285</b>	<b>430,990,021</b>	<b>431,506,699</b>	<b>434,295,414</b>	<b>432,418,492</b>	<b>429,279,504</b>	<b>426,468,764</b>	<b>423,533,246</b>	<b>421,534,713</b>
<b>TOTAL ASSETS</b>	<b>454,518,000</b>	<b>469,129,824</b>	<b>473,465,292</b>	<b>476,333,841</b>	<b>477,743,670</b>	<b>478,329,675</b>	<b>479,677,760</b>	<b>479,914,406</b>	<b>481,837,065</b>	<b>483,950,132</b>	<b>486,348,591</b>	<b>489,349,870</b>
<i>Check</i>												
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,226,000	5,038,674	3,635,416	3,236,473	3,291,086	3,290,561	3,315,281	3,386,287	3,457,679	3,606,525	3,640,100	3,745,834
Borrowings	308,000	492,254	517,500	542,600	572,362	601,666	631,010	666,017	701,074	738,553	778,181	777,479
Provisions	4,523,000	4,691,957	4,914,651	5,149,823	5,398,203	5,660,569	5,937,741	6,230,594	6,540,051	6,867,095	6,867,095	6,867,095
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>8,057,000</b>	<b>10,222,885</b>	<b>9,067,567</b>	<b>8,928,896</b>	<b>9,261,651</b>	<b>9,552,795</b>	<b>9,884,032</b>	<b>10,282,898</b>	<b>10,698,804</b>	<b>11,212,173</b>	<b>11,285,376</b>	<b>11,390,408</b>
<i>Check</i>												
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,881,000	13,088,944	12,576,559	12,039,075	11,471,828	10,875,278	10,249,383	9,588,481	8,892,523	8,159,085	7,386,019	6,613,655
Provisions	7,563,000	7,790,577	7,978,624	6,519,866	6,679,329	6,842,976	7,010,931	5,702,621	5,845,233	5,991,756	6,124,770	6,260,948
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>16,444,000</b>	<b>20,879,521</b>	<b>20,555,183</b>	<b>18,558,941</b>	<b>18,151,157</b>	<b>17,718,253</b>	<b>17,260,315</b>	<b>15,291,102</b>	<b>14,737,755</b>	<b>14,150,841</b>	<b>13,510,789</b>	<b>12,874,603</b>
<b>TOTAL LIABILITIES</b>	<b>24,501,000</b>	<b>31,102,407</b>	<b>29,622,750</b>	<b>27,487,837</b>	<b>27,412,807</b>	<b>27,271,048</b>	<b>27,144,347</b>	<b>25,574,001</b>	<b>25,436,559</b>	<b>25,363,014</b>	<b>24,796,165</b>	<b>24,265,010</b>
<i>Check</i>												
<b>Net Assets</b>	<b>430,017,000</b>	<b>438,027,417</b>	<b>443,842,542</b>	<b>448,846,004</b>	<b>450,330,862</b>	<b>451,058,627</b>	<b>452,533,413</b>	<b>454,340,406</b>	<b>456,400,506</b>	<b>458,587,119</b>	<b>461,552,426</b>	<b>465,084,859</b>
<i>Check</i>												
<b>EQUITY</b>												
Retained Earnings	430,017,000	438,027,417	443,842,542	212,682,004	214,166,862	214,894,627	216,369,413	218,176,406	220,236,506	222,423,119	225,388,426	228,920,859
Revaluation Reserves	-	-	-	236,164,000	236,164,000	236,164,000	236,164,000	236,164,000	236,164,000	236,164,000	236,164,000	236,164,000
Council Equity Interest	430,017,000	438,027,417	443,842,542	448,846,004	450,330,862	451,058,627	452,533,413	454,340,406	456,400,506	458,587,119	461,552,426	465,084,859
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>430,017,000</b>	<b>438,027,417</b>	<b>443,842,542</b>	<b>448,846,004</b>	<b>450,330,862</b>	<b>451,058,627</b>	<b>452,533,413</b>	<b>454,340,406</b>	<b>456,400,506</b>	<b>458,587,119</b>	<b>461,552,426</b>	<b>465,084,859</b>
<i>Check</i>												
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-



Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	16,242,000	16,568,649	17,201,850	17,608,649	18,031,839	18,465,245	18,995,890	19,547,538	20,115,256	20,699,513	21,300,792	21,969,015
User Charges & Fees	13,819,000	11,121,045	10,221,391	9,912,877	10,264,922	10,556,637	10,864,783	11,184,939	11,514,458	11,853,717	12,202,996	12,562,596
Interest & Investment Revenue Received	1,599,000	1,710,279	1,616,166	1,758,789	1,774,133	1,957,465	2,163,033	2,313,457	2,405,989	2,605,746	2,814,928	2,988,413
Grants & Contributions	13,954,000	15,880,091	14,661,126	14,385,439	11,024,904	10,530,971	10,825,423	11,138,951	11,461,913	11,794,602	12,137,317	12,490,365
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,591,000	597,076	941,439	1,002,172	1,031,356	1,057,172	1,087,701	1,122,402	1,157,602	1,198,317	1,234,518	1,271,788
<b>Payments:</b>												
Employee Benefits & On-Costs	(13,500,000)	(9,151,936)	(9,891,517)	(10,664,354)	(10,455,274)	(10,698,151)	(10,977,962)	(11,255,442)	(11,548,234)	(11,840,479)	(12,512,096)	(12,838,445)
Materials & Contracts	(11,992,000)	(14,619,340)	(13,811,870)	(13,917,681)	(14,248,755)	(14,666,858)	(15,026,749)	(15,332,891)	(15,719,015)	(16,140,292)	(16,593,000)	(16,919,647)
Borrowing Costs	(549,000)	(515,054)	(694,556)	(669,176)	(643,940)	(614,053)	(584,621)	(552,651)	(517,716)	(482,732)	(445,331)	(405,785)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,609,000)	(3,133,181)	(3,249,358)	(5,062,189)	(3,575,125)	(3,769,297)	(3,663,716)	(5,352,636)	(3,974,026)	(4,207,680)	(4,090,740)	(4,322,845)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>18,555,000</b>	<b>18,457,629</b>	<b>16,994,670</b>	<b>14,354,527</b>	<b>13,204,060</b>	<b>12,819,130</b>	<b>13,683,783</b>	<b>12,813,669</b>	<b>14,896,227</b>	<b>15,480,711</b>	<b>16,049,384</b>	<b>16,795,454</b>
<i>Check</i>												
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	67,500,000	13,205,561	409,622	3,992,986	543,106	1,409,627	3,785,583	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	406,000	665,376	567,323	607,819	621,844	708,170	628,900	720,334	688,289	778,701	740,700	111,236
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	2,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(75,500,000)	-	(2,712,495)	(1,141,067)	(1,731,709)	(1,329,779)	(2,163,124)	(1,940,654)	(4,851,035)	(4,708,841)	(5,115,461)	(4,792,266)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,349,000)	(39,501,264)	(14,775,481)	(17,305,381)	(12,103,317)	(13,043,402)	(15,342,091)	(10,970,955)	(10,076,080)	(10,858,113)	(10,944,686)	(11,344,858)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(18,941,000)</b>	<b>(25,626,827)</b>	<b>(16,507,531)</b>	<b>(13,842,143)</b>	<b>(12,666,575)</b>	<b>(12,251,884)</b>	<b>(13,087,232)</b>	<b>(12,187,774)</b>	<b>(14,235,325)</b>	<b>(14,784,752)</b>	<b>(15,315,946)</b>	<b>(16,022,388)</b>

<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	4,700,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(291,000)	(307,802)	(487,139)	(512,384)	(537,485)	(567,247)	(596,550)	(625,894)	(660,902)	(695,959)	(733,438)	(773,066)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(291,000)</b>	<b>4,392,198</b>	<b>(487,139)</b>	<b>(512,384)</b>	<b>(537,485)</b>	<b>(567,247)</b>	<b>(596,550)</b>	<b>(625,894)</b>	<b>(660,902)</b>	<b>(695,959)</b>	<b>(733,438)</b>	<b>(773,066)</b>
<i>Check</i>												
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(677,000)</b>	<b>(2,777,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
<i>Check</i>												
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,454,000</b>	<b>3,777,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<i>Check</i>												
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,777,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<i>Check</i>												
Cash & Cash Equivalents - end of the year	3,777,000	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	1,000,000	1,000,000
Investments - end of the year	52,294,000	39,088,439	41,391,312	38,539,393	39,727,995	39,648,147	38,025,687	39,966,341	44,817,376	49,526,216	54,641,678	59,433,944
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>56,071,000</b>	<b>40,088,439</b>	<b>42,391,312</b>	<b>39,539,393</b>	<b>40,727,995</b>	<b>40,648,147</b>	<b>39,025,687</b>	<b>40,966,341</b>	<b>45,817,376</b>	<b>50,526,216</b>	<b>55,641,678</b>	<b>60,433,944</b>
<b>Representing:</b>												
- External Restrictions	27,468,480	20,889,581	24,463,974	23,225,785	25,515,493	25,885,369	22,148,993	24,391,429	27,871,453	31,762,814	34,378,138	38,540,804
- Internal Restrictions	12,283,111	12,283,111	8,653,814	8,686,248	8,428,849	8,445,362	8,791,746	9,165,820	9,264,638	9,569,594	9,916,286	10,246,428
- Unrestricted	16,319,409	6,915,747	9,273,524	7,627,359	6,783,653	6,317,416	8,084,949	7,409,092	8,681,285	9,193,809	11,347,254	11,646,711
	<b>56,071,000</b>	<b>40,088,439</b>	<b>42,391,312</b>	<b>39,539,393</b>	<b>40,727,995</b>	<b>40,648,147</b>	<b>39,025,687</b>	<b>40,966,341</b>	<b>45,817,376</b>	<b>50,526,216</b>	<b>55,641,678</b>	<b>60,433,944</b>

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
**INCOME STATEMENT - GENERAL FUND**  
Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	13,507,000	14,012,659	14,378,324	14,716,834	15,063,338	15,417,733	15,857,874	16,310,606	16,776,289	17,255,295	17,748,005	18,307,066
User Charges & Fees	8,030,000	7,191,918	5,608,100	5,952,018	6,109,751	6,279,675	6,462,517	6,650,455	6,843,881	7,042,965	7,247,859	7,458,745
Interest & Investment Revenue	1,113,000	1,021,402	1,022,088	1,128,482	1,158,293	1,265,964	1,553,169	1,633,690	1,680,084	1,781,403	1,898,067	1,959,307
Other Revenues	799,000	461,914	383,707	436,310	445,465	455,697	467,060	478,706	490,646	502,877	515,413	528,261
Grants & Contributions provided for Operating Purposes	12,090,000	11,989,497	10,126,112	10,596,807	9,812,862	9,927,057	10,216,600	10,514,927	10,822,308	11,139,026	11,465,373	11,801,645
Grants & Contributions provided for Capital Purposes	7,267,000	3,646,474	2,179,878	838,234	855,837	243,123	249,202	255,432	261,818	268,364	275,073	281,949
<b>Other Income:</b>	-	-	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>42,806,000</b>	<b>38,323,864</b>	<b>33,698,209</b>	<b>33,668,685</b>	<b>33,445,546</b>	<b>33,589,250</b>	<b>34,806,422</b>	<b>35,843,816</b>	<b>36,875,027</b>	<b>37,989,930</b>	<b>39,149,790</b>	<b>40,336,973</b>
<i>Check</i>												
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	12,137,000	12,854,607	13,322,682	13,658,973	13,993,370	14,328,661	14,705,363	15,077,927	15,494,047	15,893,907	16,316,386	16,733,719
Borrowing Costs	728,000	707,077	870,289	849,022	789,680	763,206	737,271	708,883	643,250	611,212	576,825	540,361
Materials & Contracts	8,948,000	8,987,751	6,968,799	7,314,584	7,452,503	7,687,804	7,802,206	8,007,099	8,152,736	8,366,929	8,555,094	8,754,202
Depreciation & Amortisation	7,658,000	7,556,781	8,415,140	8,987,710	9,202,936	9,474,645	9,537,861	9,639,113	9,987,444	10,321,872	10,437,849	10,471,427
Impairment	57,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,805,000	1,657,598	1,619,994	1,732,817	1,859,207	2,010,286	1,867,752	2,021,359	2,072,214	2,258,239	2,097,727	2,266,581
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	108,000	56,266	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>31,441,000</b>	<b>31,820,080</b>	<b>31,196,903</b>	<b>32,543,106</b>	<b>33,297,696</b>	<b>34,264,602</b>	<b>34,650,454</b>	<b>35,454,380</b>	<b>36,349,691</b>	<b>37,452,159</b>	<b>37,983,881</b>	<b>38,766,290</b>
<i>Check</i>												
<b>Operating Result from Continuing Operations</b>	<b>11,365,000</b>	<b>6,503,784</b>	<b>2,501,305</b>	<b>1,125,579</b>	<b>147,850</b>	<b>(675,352)</b>	<b>155,968</b>	<b>389,436</b>	<b>525,336</b>	<b>537,771</b>	<b>1,165,909</b>	<b>1,570,684</b>
<i>Check</i>												
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>11,365,000</b>	<b>6,503,784</b>	<b>2,501,305</b>	<b>1,125,579</b>	<b>147,850</b>	<b>(675,352)</b>	<b>155,968</b>	<b>389,436</b>	<b>525,336</b>	<b>537,771</b>	<b>1,165,909</b>	<b>1,570,684</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>4,098,000</b>	<b>2,630,691</b>	<b>321,427</b>	<b>287,345</b>	<b>(707,987)</b>	<b>(918,475)</b>	<b>(93,234)</b>	<b>134,004</b>	<b>263,518</b>	<b>269,407</b>	<b>890,836</b>	<b>1,288,735</b>

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
BALANCE SHEET - GENERAL FUND  
Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	3,367,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments	29,010,000	24,606,391	24,196,769	22,039,872	21,496,765	21,783,750	22,886,817	23,229,951	25,346,677	27,165,873	29,269,690	31,017,228
Receivables	4,356,000	4,863,735	4,152,838	4,281,671	4,352,672	4,451,547	4,588,346	4,716,325	4,878,173	5,036,374	5,201,789	5,359,864
Inventories	347,000	567,868	481,951	499,539	510,641	525,598	536,039	550,104	562,924	578,113	592,317	606,883
Other	238,000	157,493	135,236	140,677	144,687	149,878	151,096	156,103	159,802	165,404	167,367	172,657
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>37,318,000</b>	<b>30,695,487</b>	<b>29,466,795</b>	<b>27,461,759</b>	<b>27,004,765</b>	<b>27,410,774</b>	<b>28,662,298</b>	<b>29,152,483</b>	<b>31,447,576</b>	<b>33,445,764</b>	<b>35,731,163</b>	<b>37,656,632</b>
<i>Check</i>												
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	31,000	24,000	20,500	17,000	13,500	10,000	6,500	3,000	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	317,452,000	336,959,694	339,288,764	340,363,820	340,972,765	339,828,868	338,686,611	337,096,327	335,270,044	333,814,610	332,207,527	331,401,559
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>317,483,000</b>	<b>336,983,694</b>	<b>339,309,264</b>	<b>340,380,820</b>	<b>340,986,265</b>	<b>339,838,868</b>	<b>338,693,111</b>	<b>337,099,327</b>	<b>335,270,044</b>	<b>333,814,610</b>	<b>332,207,527</b>	<b>331,401,559</b>
<i>Check</i>												
<b>TOTAL ASSETS</b>	<b>354,801,000</b>	<b>367,679,181</b>	<b>368,776,059</b>	<b>367,842,579</b>	<b>367,991,030</b>	<b>367,249,642</b>	<b>367,355,409</b>	<b>366,251,810</b>	<b>366,717,620</b>	<b>367,260,374</b>	<b>367,938,690</b>	<b>369,058,191</b>
<i>Check</i>												
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,216,000	5,028,283	3,623,656	3,224,572	3,278,931	3,278,050	3,302,451	3,373,222	3,444,278	3,592,714	3,625,938	3,731,395
Borrowings	308,000	492,254	517,500	542,600	572,362	601,666	631,010	666,017	701,074	738,553	778,181	777,479
Provisions	4,523,000	4,691,957	4,914,651	5,149,823	5,398,203	5,660,569	5,937,741	6,230,594	6,540,051	6,867,095	6,867,095	6,867,095
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>8,047,000</b>	<b>10,212,495</b>	<b>9,055,806</b>	<b>8,916,994</b>	<b>9,249,496</b>	<b>9,540,284</b>	<b>9,871,202</b>	<b>10,269,833</b>	<b>10,685,403</b>	<b>11,198,361</b>	<b>11,271,214</b>	<b>11,375,969</b>
<i>Check</i>												
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,881,000	13,088,944	12,576,559	12,039,075	11,471,828	10,875,278	10,249,383	9,588,481	8,892,523	8,159,085	7,386,019	6,613,655
Provisions	7,563,000	7,790,577	7,978,624	6,519,866	6,679,329	6,842,976	7,010,931	5,702,621	5,845,233	5,991,756	6,124,770	6,260,948
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>16,444,000</b>	<b>20,879,521</b>	<b>20,555,183</b>	<b>18,558,941</b>	<b>18,151,157</b>	<b>17,718,253</b>	<b>17,260,315</b>	<b>15,291,102</b>	<b>14,737,755</b>	<b>14,150,841</b>	<b>13,510,789</b>	<b>12,874,603</b>
<i>Check</i>												
<b>TOTAL LIABILITIES</b>	<b>24,491,000</b>	<b>31,092,016</b>	<b>29,610,990</b>	<b>27,475,935</b>	<b>27,400,653</b>	<b>27,258,538</b>	<b>27,131,517</b>	<b>25,560,936</b>	<b>25,423,159</b>	<b>25,349,202</b>	<b>24,782,003</b>	<b>24,250,572</b>
<i>Check</i>												
<b>Net Assets</b>	<b>330,310,000</b>	<b>336,587,165</b>	<b>339,165,069</b>	<b>340,366,643</b>	<b>340,590,377</b>	<b>339,991,104</b>	<b>340,223,892</b>	<b>340,690,874</b>	<b>341,294,462</b>	<b>341,911,173</b>	<b>343,156,687</b>	<b>344,807,619</b>
<i>Check</i>												
<b>EQUITY</b>												
Retained Earnings	330,310,000	336,587,165	339,165,069	156,018,643	156,242,377	155,643,104	155,875,892	156,342,874	156,946,462	157,563,173	158,808,687	160,459,619
Revaluation Reserves	-	-	-	184,348,000	184,348,000	184,348,000	184,348,000	184,348,000	184,348,000	184,348,000	184,348,000	184,348,000
Council Equity Interest	330,310,000	336,587,165	339,165,069	340,366,643	340,590,377	339,991,104	340,223,892	340,690,874	341,294,462	341,911,173	343,156,687	344,807,619
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>330,310,000</b>	<b>336,587,165</b>	<b>339,165,069</b>	<b>340,366,643</b>	<b>340,590,377</b>	<b>339,991,104</b>	<b>340,223,892</b>	<b>340,690,874</b>	<b>341,294,462</b>	<b>341,911,173</b>	<b>343,156,687</b>	<b>344,807,619</b>
<i>Check</i>												
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
**CASH FLOW STATEMENT - GENERAL FUND**  
Scenario: Sustainable Services

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	13,876,650	14,417,784	14,755,011	15,102,579	15,458,359	15,895,744	16,349,737	16,816,724	17,297,076	17,791,177	18,348,847
User Charges & Fees	-	8,110,246	7,247,778	6,850,643	7,110,820	7,307,912	7,518,596	7,738,366	7,964,487	8,197,245	8,436,830	8,683,445
Interest & Investment Revenue Received	-	1,104,613	1,048,918	1,149,415	1,166,349	1,257,571	1,529,330	1,624,186	1,637,974	1,745,139	1,856,463	1,923,824
Grants & Contributions	-	15,549,431	12,348,060	11,446,044	10,678,381	10,176,478	10,462,067	10,766,511	11,080,162	11,403,306	11,736,238	12,079,259
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	586,916	933,464	994,047	1,023,060	1,048,685	1,079,002	1,113,487	1,148,464	1,188,949	1,224,915	1,261,946
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(8,738,135)	(9,407,834)	(10,167,854)	(9,945,617)	(10,174,989)	(10,440,938)	(10,704,188)	(10,982,372)	(11,259,622)	(11,915,846)	(12,226,396)
Materials & Contracts	-	(12,929,751)	(12,097,286)	(12,211,325)	(12,499,464)	(12,852,915)	(13,165,476)	(13,457,093)	(13,790,816)	(14,137,478)	(14,540,981)	(14,848,651)
Borrowing Costs	-	(515,054)	(694,556)	(669,176)	(643,940)	(614,053)	(584,621)	(552,651)	(517,716)	(482,732)	(445,331)	(405,785)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,070,655)	(1,917,319)	(3,690,327)	(2,173,946)	(2,334,619)	(2,201,973)	(3,846,472)	(2,427,122)	(2,623,967)	(2,474,605)	(2,654,948)
<b>Net Cash provided (or used in) Operating Activities</b>	-	14,974,262	11,879,007	8,456,478	9,818,223	9,272,428	10,091,731	9,031,883	10,929,784	11,327,916	11,668,861	12,161,540
<i>Check</i>												
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	4,403,609	409,622	2,156,898	543,106	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	665,376	567,323	607,819	621,844	708,170	628,900	720,334	688,289	778,701	740,700	111,236
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	(286,985)	(1,103,067)	(343,133)	(2,116,726)	(1,819,196)	(2,103,817)	(1,747,539)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(27,305,945)	(12,372,313)	(10,712,311)	(10,449,189)	(9,129,867)	(9,024,513)	(8,786,690)	(8,843,945)	(9,594,963)	(9,575,807)	(9,755,672)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(22,233,460)	(11,391,868)	(7,944,094)	(9,280,738)	(8,705,182)	(9,495,181)	(8,405,989)	(10,268,882)	(10,631,958)	(10,935,423)	(11,388,474)

**Cash Flows from Financing Activities**

<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	4,700,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(307,802)	(487,139)	(512,384)	(537,485)	(567,247)	(596,550)	(625,894)	(660,902)	(695,959)	(733,438)	(773,066)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	4,392,198	(487,139)	(512,384)	(537,485)	(567,247)	(596,550)	(625,894)	(660,902)	(695,959)	(733,438)	(773,066)
<i>Check</i>												
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(2,867,000)	-	0	0	-	(0)	(0)	(0)	0	-	(0)
<i>Check</i>												
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	3,367,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<i>Check</i>												
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<i>Check</i>												
Cash & Cash Equivalents - end of the year	3,367,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments - end of the year	29,010,000	24,606,391	24,196,769	22,039,872	21,496,765	21,783,750	22,886,817	23,229,951	25,346,677	27,165,873	29,269,690	31,017,228
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>32,377,000</b>	<b>25,106,391</b>	<b>24,696,769</b>	<b>22,539,872</b>	<b>21,996,765</b>	<b>22,283,750</b>	<b>23,386,817</b>	<b>23,729,951</b>	<b>25,846,677</b>	<b>27,665,873</b>	<b>29,769,690</b>	<b>31,517,228</b>
<b>Representing:</b>												
- External Restrictions	6,848,438	6,848,438	6,769,431	6,226,265	6,784,263	7,520,973	6,508,124	7,155,040	7,900,755	8,902,472	8,506,150	9,624,090
- Internal Restrictions	12,283,111	12,283,111	8,653,814	8,686,248	8,428,849	8,445,362	8,791,746	9,165,820	9,264,638	9,569,594	9,916,286	10,246,428
- Unrestricted	13,245,451	5,974,842	9,273,524	7,627,359	6,783,653	6,317,415	8,086,947	7,409,091	8,681,284	9,193,807	11,347,254	11,646,710
	<b>32,377,000</b>	<b>25,106,391</b>	<b>24,696,769</b>	<b>22,539,872</b>	<b>21,996,765</b>	<b>22,283,750</b>	<b>23,386,817</b>	<b>23,729,951</b>	<b>25,846,677</b>	<b>27,665,873</b>	<b>29,769,690</b>	<b>31,517,228</b>

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
**INCOME STATEMENT - WATER FUND**  
Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	827,000	847,727	846,110	868,532	891,548	915,011	943,834	973,565	1,004,233	1,035,867	1,068,497	1,102,155
User Charges & Fees	3,166,000	1,983,975	2,147,168	2,211,583	2,277,930	2,346,269	2,416,656	2,489,156	2,563,831	2,640,746	2,719,969	2,801,567
Interest & Investment Revenue	315,000	359,175	377,513	390,198	344,758	396,640	375,019	415,174	450,088	495,810	543,747	594,470
Other Revenues	19,000	4,418	4,000	4,076	4,162	4,258	4,364	4,473	4,585	4,700	4,818	4,938
Grants & Contributions provided for Operating Purposes	92,000	121,020	123,076	2,725,415	128,049	130,994	134,269	137,626	141,066	144,594	148,209	151,914
Grants & Contributions provided for Capital Purposes	728,000	110,000	111,870	113,996	116,390	119,067	122,044	125,095	128,222	131,428	134,714	138,082
<b>Other Income:</b>	-	-	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	8,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>5,155,000</b>	<b>3,426,315</b>	<b>3,609,737</b>	<b>6,313,800</b>	<b>3,762,837</b>	<b>3,912,239</b>	<b>3,996,186</b>	<b>4,145,089</b>	<b>4,292,025</b>	<b>4,453,146</b>	<b>4,619,954</b>	<b>4,793,126</b>
<i>Check</i>												
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	704,000	739,337	777,085	781,059	798,993	823,212	849,752	860,702	882,685	910,570	939,004	952,059
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	548,000	579,757	450,808	443,891	453,123	469,276	487,573	486,828	498,943	517,763	536,860	537,126
Depreciation & Amortisation	929,000	991,082	1,070,322	1,142,369	1,160,394	1,228,631	1,266,054	1,308,993	1,350,311	1,392,877	1,436,727	1,485,171
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	679,000	710,083	853,435	879,008	898,031	918,953	937,055	965,409	990,701	1,015,021	1,035,839	1,068,040
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	399,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,259,000</b>	<b>3,020,259</b>	<b>3,151,650</b>	<b>3,246,328</b>	<b>3,310,541</b>	<b>3,440,072</b>	<b>3,540,434</b>	<b>3,621,932</b>	<b>3,722,639</b>	<b>3,836,231</b>	<b>3,948,431</b>	<b>4,042,397</b>
<i>Check</i>												
<b>Operating Result from Continuing Operations</b>	<b>1,896,000</b>	<b>406,056</b>	<b>458,087</b>	<b>3,067,472</b>	<b>452,296</b>	<b>472,167</b>	<b>455,752</b>	<b>523,157</b>	<b>569,386</b>	<b>616,915</b>	<b>671,523</b>	<b>750,729</b>
<i>Check</i>												
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,896,000</b>	<b>406,056</b>	<b>458,087</b>	<b>3,067,472</b>	<b>452,296</b>	<b>472,167</b>	<b>455,752</b>	<b>523,157</b>	<b>569,386</b>	<b>616,915</b>	<b>671,523</b>	<b>750,729</b>
<i>Check</i>												
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,168,000</b>	<b>636,823</b>	<b>346,217</b>	<b>2,953,476</b>	<b>335,906</b>	<b>353,100</b>	<b>333,708</b>	<b>398,062</b>	<b>441,164</b>	<b>485,487</b>	<b>536,809</b>	<b>612,647</b>

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
BALANCE SHEET - WATER FUND  
Scenario: Sustainable Services

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	410,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Investments	12,977,000	11,003,946	11,017,402	9,181,313	10,197,787	8,788,160	9,848,217	10,816,390	12,084,692	13,425,584	14,810,018	16,093,085
Receivables	535,000	456,141	469,178	482,925	497,077	511,644	527,145	543,116	559,571	576,525	593,993	611,990
Inventories	123,000	252,834	264,812	263,160	268,686	277,388	287,199	288,781	296,000	306,184	316,538	318,761
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>14,045,000</b>	<b>11,962,921</b>	<b>12,001,392</b>	<b>10,177,399</b>	<b>11,213,550</b>	<b>9,827,192</b>	<b>10,912,561</b>	<b>11,898,287</b>	<b>13,190,264</b>	<b>14,558,293</b>	<b>15,970,549</b>	<b>17,273,836</b>
<i>Check</i>												
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	41,374,000	44,202,673	44,744,172	49,761,858	49,309,405	51,304,494	50,816,393	50,500,335	49,929,646	49,335,961	48,758,303	48,374,561
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>41,374,000</b>	<b>44,202,673</b>	<b>44,744,172</b>	<b>49,761,858</b>	<b>49,309,405</b>	<b>51,304,494</b>	<b>50,816,393</b>	<b>50,500,335</b>	<b>49,929,646</b>	<b>49,335,961</b>	<b>48,758,303</b>	<b>48,374,561</b>
<i>Check</i>												
<b>TOTAL ASSETS</b>	<b>55,419,000</b>	<b>56,165,594</b>	<b>56,745,564</b>	<b>59,939,257</b>	<b>60,522,955</b>	<b>61,131,686</b>	<b>61,728,954</b>	<b>62,398,622</b>	<b>63,119,910</b>	<b>63,894,254</b>	<b>64,728,852</b>	<b>65,648,397</b>
<i>Check</i>												
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	9,000	8,771	9,713	9,805	10,014	10,298	10,591	10,764	11,039	11,370	11,688	11,894
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>9,000</b>	<b>8,771</b>	<b>9,713</b>	<b>9,805</b>	<b>10,014</b>	<b>10,298</b>	<b>10,591</b>	<b>10,764</b>	<b>11,039</b>	<b>11,370</b>	<b>11,688</b>	<b>11,894</b>
<i>Check</i>												
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Check</i>												
<b>TOTAL LIABILITIES</b>	<b>9,000</b>	<b>8,771</b>	<b>9,713</b>	<b>9,805</b>	<b>10,014</b>	<b>10,298</b>	<b>10,591</b>	<b>10,764</b>	<b>11,039</b>	<b>11,370</b>	<b>11,688</b>	<b>11,894</b>
<i>Check</i>												
<b>Net Assets</b>	<b>55,410,000</b>	<b>56,156,823</b>	<b>56,735,851</b>	<b>59,929,452</b>	<b>60,512,941</b>	<b>61,121,388</b>	<b>61,718,363</b>	<b>62,387,858</b>	<b>63,108,871</b>	<b>63,882,884</b>	<b>64,717,164</b>	<b>65,636,503</b>
<i>Check</i>												
<b>EQUITY</b>												
Retained Earnings	55,410,000	56,156,823	56,735,851	36,133,452	36,716,941	37,325,388	37,922,363	38,591,858	39,312,871	40,086,884	40,921,164	41,840,503
Revaluation Reserves	-	-	-	23,796,000	23,796,000	23,796,000	23,796,000	23,796,000	23,796,000	23,796,000	23,796,000	23,796,000
Council Equity Interest	55,410,000	56,156,823	56,735,851	59,929,452	60,512,941	61,121,388	61,718,363	62,387,858	63,108,871	63,882,884	64,717,164	65,636,503
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>55,410,000</b>	<b>56,156,823</b>	<b>56,735,851</b>	<b>59,929,452</b>	<b>60,512,941</b>	<b>61,121,388</b>	<b>61,718,363</b>	<b>62,387,858</b>	<b>63,108,871</b>	<b>63,882,884</b>	<b>64,717,164</b>	<b>65,636,503</b>
<i>Check</i>												
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-



Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
**CASH FLOW STATEMENT - WATER FUND**  
Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	828,668	874,493	897,862	921,656	946,080	975,389	1,006,113	1,037,807	1,070,499	1,104,219	1,139,003
User Charges & Fees	-	2,437,968	2,392,003	2,463,238	2,537,136	2,613,250	2,691,647	2,772,397	2,855,569	2,941,236	3,029,473	3,120,357
Interest & Investment Revenue Received	-	359,175	377,513	390,198	344,758	396,640	375,019	415,174	450,088	495,810	543,747	594,470
Grants & Contributions	-	231,020	234,946	2,839,411	244,439	250,061	256,313	262,721	269,288	276,022	282,923	289,996
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	5,015	3,989	4,064	4,149	4,245	4,350	4,459	4,571	4,685	4,803	4,922
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(261,526)	(271,543)	(278,738)	(286,125)	(293,707)	(301,489)	(309,477)	(317,678)	(326,096)	(334,738)	(343,608)
Materials & Contracts	-	(1,196,974)	(1,128,493)	(1,108,742)	(1,139,121)	(1,178,943)	(1,221,445)	(1,220,008)	(1,256,011)	(1,301,891)	(1,345,769)	(1,347,127)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(716,645)	(857,630)	(883,327)	(902,477)	(923,533)	(941,774)	(970,270)	(995,709)	(1,020,181)	(1,041,155)	(1,073,517)
<b>Net Cash provided (or used in) Operating Activities</b>	-	1,686,701	1,625,277	4,323,966	1,724,415	1,814,093	1,838,010	1,961,109	2,047,924	2,140,084	2,243,503	2,384,496
<i>Check</i>												
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	1,973,054	-	1,836,089	-	1,409,627	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	(13,456)	-	(1,016,474)	-	(1,060,057)	(968,174)	(1,268,302)	(1,340,892)	(1,384,434)	(1,283,067)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,819,755)	(1,611,821)	(6,160,055)	(707,941)	(3,223,720)	(777,953)	(992,935)	(779,622)	(799,192)	(859,069)	(1,101,429)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(1,846,701)	(1,625,277)	(4,323,966)	(1,724,415)	(1,814,093)	(1,838,010)	(1,961,109)	(2,047,924)	(2,140,084)	(2,243,503)	(2,384,496)

<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Check</i>												
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(160,000)	(0)	(0)	-	0	0	(0)	0	0	0	(0)
<i>Check</i>												
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	410,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<i>Check</i>												
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<i>Check</i>												
Cash & Cash Equivalents - end of the year	410,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Investments - end of the year	12,977,000	11,003,946	11,017,402	9,181,313	10,197,787	8,788,160	9,848,217	10,816,390	12,084,692	13,425,584	14,810,018	16,093,085
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>13,387,000</b>	<b>11,253,946</b>	<b>11,267,402</b>	<b>9,431,313</b>	<b>10,447,787</b>	<b>9,038,160</b>	<b>10,098,217</b>	<b>11,066,390</b>	<b>12,334,692</b>	<b>13,675,584</b>	<b>15,060,018</b>	<b>16,343,085</b>
<b>Representing:</b>												
- External Restrictions	13,387,000	11,253,946	11,267,402	9,431,313	10,447,787	9,038,160	10,098,217	11,066,390	12,334,692	13,675,584	15,060,018	16,343,085
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	0	0	0	(0)	(0)	0	0	0	0	0
	<b>13,387,000</b>	<b>11,253,946</b>	<b>11,267,402</b>	<b>9,431,313</b>	<b>10,447,787</b>	<b>9,038,160</b>	<b>10,098,217</b>	<b>11,066,390</b>	<b>12,334,692</b>	<b>13,675,584</b>	<b>15,060,018</b>	<b>16,343,085</b>

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
**INCOME STATEMENT - SEWER FUND**  
Scenario: Sustainable Services

	Actuals	Projected Years										
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,823,000	1,891,933	1,896,807	1,947,073	1,998,671	2,051,566	2,116,190	2,182,850	2,251,609	2,322,535	2,395,695	2,471,160
User Charges & Fees	604,000	566,817	583,167	600,662	618,682	637,243	656,361	676,052	696,334	717,225	738,742	760,905
Interest & Investment Revenue	265,000	246,491	189,735	219,176	263,026	303,254	258,684	274,097	317,927	364,797	414,718	470,119
Other Revenues	1,000	4,616	4,000	4,076	4,162	4,258	4,364	4,473	4,585	4,700	4,818	4,938
Grants & Contributions provided for Operating Purposes	36,000	39,640	37,100	37,805	38,599	39,487	40,474	41,486	42,524	43,587	44,677	45,794
Grants & Contributions provided for Capital Purposes	869,000	60,000	2,041,020	62,179	63,485	64,945	66,569	68,233	69,939	71,687	73,479	75,316
<b>Other Income:</b>												
Net gains from the disposal of assets	2,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,600,000</b>	<b>2,809,497</b>	<b>4,751,829</b>	<b>2,870,971</b>	<b>2,986,625</b>	<b>3,100,753</b>	<b>3,142,642</b>	<b>3,247,191</b>	<b>3,382,918</b>	<b>3,524,531</b>	<b>3,672,129</b>	<b>3,828,232</b>
<i>Check</i>												
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	374,000	290,776	532,388	544,094	556,717	576,213	584,904	599,881	615,241	637,519	647,152	663,723
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	245,000	314,141	138,212	116,040	118,229	125,664	123,623	126,564	158,288	138,078	135,806	139,032
Depreciation & Amortisation	754,000	845,291	833,761	972,267	990,443	1,020,829	1,117,052	1,158,410	1,191,529	1,225,579	1,260,587	1,296,580
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	325,000	277,267	391,736	428,159	436,523	447,097	453,995	467,937	452,481	491,429	500,709	517,877
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,698,000</b>	<b>1,727,475</b>	<b>1,896,097</b>	<b>2,060,560</b>	<b>2,101,912</b>	<b>2,169,803</b>	<b>2,279,575</b>	<b>2,352,792</b>	<b>2,417,540</b>	<b>2,492,604</b>	<b>2,544,253</b>	<b>2,617,212</b>
<i>Check</i>												
<b>Operating Result from Continuing Operations</b>	<b>1,902,000</b>	<b>1,082,022</b>	<b>2,855,732</b>	<b>810,411</b>	<b>884,712</b>	<b>930,950</b>	<b>863,067</b>	<b>894,399</b>	<b>965,379</b>	<b>1,031,927</b>	<b>1,127,876</b>	<b>1,211,020</b>
<i>Check</i>												
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,902,000</b>	<b>1,082,022</b>	<b>2,855,732</b>	<b>810,411</b>	<b>884,712</b>	<b>930,950</b>	<b>863,067</b>	<b>894,399</b>	<b>965,379</b>	<b>1,031,927</b>	<b>1,127,876</b>	<b>1,211,020</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,033,000</b>	<b>926,429</b>	<b>814,712</b>	<b>748,232</b>	<b>821,227</b>	<b>866,005</b>	<b>796,498</b>	<b>826,166</b>	<b>895,440</b>	<b>960,240</b>	<b>1,054,397</b>	<b>1,135,704</b>

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
BALANCE SHEET - SEWER FUND  
Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Investments	10,307,000	3,478,101	6,177,141	7,318,207	8,033,443	9,076,237	5,290,653	5,920,000	7,386,007	8,934,759	10,561,970	12,323,630
Receivables	201,000	236,675	238,671	245,192	251,891	258,774	266,834	275,145	283,714	292,551	301,663	311,059
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	10,508,000	3,964,776	6,665,811	7,813,399	8,535,334	9,585,011	5,807,487	6,445,145	7,919,721	9,477,310	11,113,633	12,884,689
<i>Check</i>												
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	33,790,000	41,320,273	41,277,859	40,738,607	40,694,351	40,363,337	44,785,910	44,818,830	44,079,814	43,318,193	42,567,416	41,758,593
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	33,790,000	41,320,273	41,277,859	40,738,607	40,694,351	40,363,337	44,785,910	44,818,830	44,079,814	43,318,193	42,567,416	41,758,593
<i>Check</i>												
<b>TOTAL ASSETS</b>	<b>44,298,000</b>	<b>45,285,049</b>	<b>47,943,670</b>	<b>48,552,006</b>	<b>49,229,685</b>	<b>49,948,348</b>	<b>50,593,397</b>	<b>51,263,975</b>	<b>51,999,535</b>	<b>52,795,503</b>	<b>53,681,049</b>	<b>54,643,282</b>
<i>Check</i>												
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,000	1,620	2,048	2,097	2,141	2,213	2,239	2,301	2,362	2,441	2,474	2,545
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	1,000	1,620	2,048	2,097	2,141	2,213	2,239	2,301	2,362	2,441	2,474	2,545
<i>Check</i>												
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Check</i>												
<b>TOTAL LIABILITIES</b>	<b>1,000</b>	<b>1,620</b>	<b>2,048</b>	<b>2,097</b>	<b>2,141</b>	<b>2,213</b>	<b>2,239</b>	<b>2,301</b>	<b>2,362</b>	<b>2,441</b>	<b>2,474</b>	<b>2,545</b>
<i>Check</i>												
<b>Net Assets</b>	<b>44,297,000</b>	<b>45,283,429</b>	<b>47,941,622</b>	<b>48,549,909</b>	<b>49,227,544</b>	<b>49,946,135</b>	<b>50,591,158</b>	<b>51,261,674</b>	<b>51,997,173</b>	<b>52,793,062</b>	<b>53,678,575</b>	<b>54,640,737</b>
<i>Check</i>												
<b>EQUITY</b>												
Retained Earnings	44,297,000	45,283,429	47,941,622	20,529,909	21,207,544	21,926,135	22,571,158	23,241,674	23,977,173	24,773,062	25,658,575	26,620,737
Revaluation Reserves	-	-	-	28,020,000	28,020,000	28,020,000	28,020,000	28,020,000	28,020,000	28,020,000	28,020,000	28,020,000
Council Equity Interest	44,297,000	45,283,429	47,941,622	48,549,909	49,227,544	49,946,135	50,591,158	51,261,674	51,997,173	52,793,062	53,678,575	54,640,737
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>44,297,000</b>	<b>45,283,429</b>	<b>47,941,622</b>	<b>48,549,909</b>	<b>49,227,544</b>	<b>49,946,135</b>	<b>50,591,158</b>	<b>51,261,674</b>	<b>51,997,173</b>	<b>52,793,062</b>	<b>53,678,575</b>	<b>54,640,737</b>
<i>Check</i>												
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council  
10 Year Financial Plan for the Years ending 30 June 2027  
**CASH FLOW STATEMENT - SEWER FUND**  
Scenario: Sustainable Services

	Projected Years											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,863,331	1,909,574	1,955,776	2,007,604	2,060,805	2,124,758	2,191,688	2,260,726	2,331,938	2,405,395	2,481,165
User Charges & Fees	-	572,830	581,610	598,996	616,966	635,475	654,540	674,177	694,402	715,235	736,693	758,794
Interest & Investment Revenue Received	-	246,491	189,735	219,176	263,026	303,254	258,684	274,097	317,927	364,797	414,718	470,119
Grants & Contributions	-	99,640	2,078,120	99,984	102,084	104,432	107,043	109,719	112,463	115,274	118,156	121,110
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	5,145	3,987	4,062	4,147	4,243	4,348	4,457	4,568	4,683	4,800	4,920
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(152,275)	(212,140)	(217,762)	(223,532)	(229,455)	(235,535)	(241,777)	(248,184)	(254,761)	(261,512)	(268,441)
Materials & Contracts	-	(492,615)	(586,091)	(597,614)	(610,170)	(635,000)	(639,828)	(655,789)	(672,188)	(700,924)	(706,250)	(723,869)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(345,881)	(474,409)	(488,535)	(498,702)	(511,145)	(519,969)	(535,894)	(551,195)	(563,532)	(574,980)	(594,380)
<b>Net Cash provided (or used in) Operating Activities</b>	-	1,796,665	3,490,386	1,574,082	1,661,422	1,732,609	1,754,042	1,820,677	1,918,520	2,012,711	2,137,020	2,249,418
<i>Check</i>												
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	6,828,899	-	-	-	-	3,785,583	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	(2,699,039)	(1,141,067)	(715,235)	(1,042,794)	-	(629,347)	(1,466,007)	(1,548,753)	(1,627,210)	(1,761,661)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,375,564)	(791,347)	(433,015)	(946,187)	(689,815)	(5,539,625)	(1,191,330)	(452,513)	(463,958)	(509,810)	(487,757)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(1,546,665)	(3,490,386)	(1,574,082)	(1,661,422)	(1,732,609)	(1,754,042)	(1,820,677)	(1,918,520)	(2,012,711)	(2,137,020)	(2,249,418)

<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Check</i>												
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	250,000	-	(0)	-	-	-	0	(0)	(0)	0	-
<i>Check</i>												
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<i>Check</i>												
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<i>Check</i>												
Cash & Cash Equivalents - end of the year	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Investments - end of the year	10,307,000	3,478,101	6,177,141	7,318,207	8,033,443	9,076,237	5,290,653	5,920,000	7,386,007	8,934,759	10,561,970	12,323,630
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>10,307,000</b>	<b>3,728,101</b>	<b>6,427,141</b>	<b>7,568,207</b>	<b>8,283,443</b>	<b>9,326,237</b>	<b>5,540,653</b>	<b>6,170,000</b>	<b>7,636,007</b>	<b>9,184,759</b>	<b>10,811,970</b>	<b>12,573,630</b>
<b>Representing:</b>												
- External Restrictions	10,307,000	3,728,101	6,427,141	7,568,207	8,283,443	9,326,237	5,540,653	6,170,000	7,636,007	9,184,759	10,811,970	12,573,630
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	0	(0)	0	(0)	(0)	0	0	(0)	0	(0)	0
	<b>10,307,000</b>	<b>3,728,101</b>	<b>6,427,141</b>	<b>7,568,207</b>	<b>8,283,443</b>	<b>9,326,237</b>	<b>5,540,653</b>	<b>6,170,000</b>	<b>7,636,007</b>	<b>9,184,759</b>	<b>10,811,970</b>	<b>12,573,630</b>

## 9. Sensitivity Analysis / Risk Assessment

This LTFP is Council's latest long term financial plan under the new Integrated Planning and Reporting Framework requirements. The Resourcing Strategy plans are still undergoing continuous improvement the accuracy of these and other informing plans and documents will directly impact the accuracy, stability and integrity of the Long Term Financial Plan and the financial modelling and projections underpinning the Plan.

The following risk factors have been considered in the development of this long term financial plan and whilst some factors would only have a minor impact on the projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructure backlogs and significant on-going asset maintenance being inaccurate
- Any major legal or works obligations not previously foreseen or budgeted for
- Rates increase being lower than anticipated
- Construction costs being higher than anticipated
- Utility expenses being higher than estimated
- Significant fluctuations in the rate of return for investments
- Workers compensation costs increased significantly
- Further spikes in the payments required to the Defined Benefit Superannuation scheme
- Staff related costs increasing more than anticipated

There are also external factors beyond the influence of Council which could also impact on the model, including:

- Further cost shifting from other levels of Government
- Changes to the taxation regime
- Changes to the superannuation guarantee legislation
- Natural Disasters.

The sensitivity analysis undertaken takes into consideration three of these areas that could have an impact on projections. These are:

1. Rates
2. Materials and contracts expenses
3. Employee costs

The analysis looks at three outcomes being a favourable outcome, the current model and an unfavourable outcome.

Statement Item	Scenario 1 - Favourable	Scenario 2 – Current Model	Scenario 3 - Unfavourable	Rationale
Rates	Years 1 to 4 – 2.80% Being 2.15% rate pegging with an inclusion of 0.65% for population growth. Years 5 to 10 – 3.30% Being 2.65% with an inclusion of 0.65% for population growth	Years 1 to 4 – 2.65% Being 2.00% twenty year average with an inclusion of 0.65% for population growth. Years 5 to 10 – 3.15% Being 2.50% with an inclusion of 0.65% for population growth	Years 1 to 4 – 2.30% Being 1.80% with an inclusion of 0.50% for population growth. Years 5 to 10 – 2.80% Being 2.30% with an inclusion of 0.50% for population growth	IPART Rate pegging determines the maximum percentage amount by which a council may increase its general income for the year.
Materials and Contracts	Year 1 – 1.55% - current inflation rate (1.70%) less 0.15% Year 2 – 1.70% - Year 1 plus 0.15% Year 3 – 1.85% - Year 2 inflation rate plus 0.15% Year 4 – 2.00% - Year 3 inflation rate plus 0.15% Years 5 to 10 – 2.15% - in the lower range of the RBA's target inflation rate of 2 – 3%	Year 1 – 1.70% - current inflation rate Year 2 – 1.90% - current inflation rate plus 0.20% Year 3 – 2.10% - Year 2 inflation rate plus 0.20% Year 4 – 2.30% - Year 3 inflation rate plus 0.20% Years 5 to 10 – 2.50% - averaged on the RBA's target inflation rate of 2 – 3%	Year 1 – 1.90% - current inflation rate (1.70%) plus 0.20% Year 2 – 2.10% - Year 1 plus 0.20% Year 3 – 2.30% - Year 2 inflation rate plus 0.20% Year 3 – 2.50% - Year 3 inflation rate plus 0.20% Years 5 to 10 – 2.70% - in the upper range of the RBA's target inflation rate of 2 – 3%	Inflationary pressures affect many parts of Council's expenses in particular materials and contracts.
Employee Costs	Years 1 to 10 – 2.45% 1.80% plus 0.65% representative of historical averages to incorporate payment for additional promotions and upskilling.	Years 1 to 10 – 2.65% 2.00% based on rate pegging plus 0.65% representative of historical averages to incorporate payment for additional promotions and upskilling.	Years 1 to 10 – 2.80% 2.15% plus 0.65% representative of historical averages to incorporate payment for additional promotions and upskilling.	Annual increases in Council employee costs are governed by the Local Government Award.



## Scenario 1 – Favourable

Projected Statements 2017/18 - 2026/27											
Scenario 1		Projected Years:									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue		42,084,968	42,905,124	40,274,446	40,710,794	42,084,858	43,408,512	44,757,024	46,211,210	47,724,020	49,281,796
Operating Expenses		36,154,014	37,688,109	38,482,267	39,565,821	40,083,553	40,982,250	41,976,738	43,183,129	43,797,860	44,652,095
<b>Net Operating Result for the Year</b>		<b>5,930,954</b>	<b>5,217,015</b>	<b>1,792,179</b>	<b>1,144,974</b>	<b>2,001,306</b>	<b>2,426,262</b>	<b>2,780,286</b>	<b>3,028,081</b>	<b>3,926,160</b>	<b>4,629,701</b>
Total Assets		473,561,564	476,638,999	478,354,243	479,350,190	481,220,651	482,072,368	484,710,262	487,657,168	491,009,269	495,098,627
Total Liabilities		29,603,193	27,463,613	27,386,678	27,237,651	27,106,806	25,532,262	25,389,870	25,308,696	24,734,637	24,194,294
Total Equity		443,958,371	449,175,386	450,967,565	452,112,539	454,113,844	456,540,106	459,320,392	462,348,473	466,274,632	470,904,333
		Projected Years:									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Benchmark		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operating performance ratio</b>	>=0.00%	4.23%	10.03%	1.93%	1.78%	3.75%	4.60%	5.24%	5.59%	7.29%	8.47%
<b>Own source operating revenue ratio</b>	>=60.00%	65.26%	66.50%	72.65%	74.15%	74.27%	74.33%	74.38%	74.47%	74.56%	74.65%
<b>Unrestricted current ratio</b>	>=1.50	2.64	2.56	2.40	2.34	2.55	2.49	2.61	2.66	2.97	3.12
<b>Debt services cover ratio</b>	>=2.00	9.42	11.86	9.71	9.91	10.65	11.07	11.87	12.31	13.08	13.64
<b>Rates, annual charges, interest and extra charges outstanding percentage</b>	<=10.00%	5.80%	5.80%	5.80%	5.80%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%
<b>Cash expense cover ratio</b>	>=3.00	30.80	34.26	38.55	39.84	36.08	40.73	39.33	41.89	44.68	46.59

This scenario sees Council with favourable operating conditions. Revenue has been positively affected by an increase to rate pegging and expenses have fallen due to employee costs and materials and contracts having lower levels of annual growth

The outcome of these favourable operating conditions sees Council with additional financial resources to be able to provide services to the community. The presented ratios are all ahead of benchmark.

## Scenario 2 – Current Model

Projected Statements 2017/18 - 2026/27											
Scenario 2		Projected Years:									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue		42,059,775	42,853,456	40,195,008	40,602,241	41,945,250	43,236,096	44,549,970	45,967,607	47,441,873	48,958,331
Operating Expenses		36,189,650	37,771,968	38,623,531	39,774,195	40,369,445	41,349,329	42,428,822	43,724,153	44,431,910	45,383,409
<b>Net Operating Result for the Year</b>		<b>5,870,125</b>	<b>5,081,488</b>	<b>1,571,477</b>	<b>828,047</b>	<b>1,575,806</b>	<b>1,886,767</b>	<b>2,121,148</b>	<b>2,243,454</b>	<b>3,009,963</b>	<b>3,574,922</b>
Total Assets		473,503,734	476,448,404	477,947,697	478,632,671	480,084,879	480,404,687	482,391,379	484,561,958	487,006,536	490,050,171
Total Liabilities		29,606,191	27,469,374	27,397,190	27,254,117	27,130,519	25,563,561	25,429,105	25,356,231	24,790,846	24,259,559
Total Equity		443,897,542	448,979,030	450,550,507	451,378,554	452,954,359	454,841,126	456,962,274	459,205,728	462,215,690	465,790,612
Benchmark		Projected Years:									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operating performance ratio</b>	>=0.00%	4.07%	9.72%	1.37%	1.00%	2.74%	3.36%	3.77%	3.89%	5.38%	6.35%
<b>Own source operating revenue ratio</b>	>=60.00%	65.24%	66.46%	72.60%	74.08%	74.18%	74.23%	74.26%	74.33%	74.41%	74.48%
<b>Unrestricted current ratio</b>	>=1.50	2.63	2.53	2.35	2.26	2.43	2.32	2.39	2.37	2.60	2.65
<b>Debt services cover ratio</b>	>=2.00	9.37	11.76	9.55	9.68	10.33	10.67	11.36	11.71	12.38	12.84
<b>Rates, annual charges, interest and extra charges outstanding percentage</b>	<=10.00%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.81%	5.81%	5.81%	5.81%
<b>Cash expense cover ratio</b>	>=3.00	30.86	34.42	38.82	40.14	36.19	40.87	39.18	41.59	44.20	45.86

This scenario has been presented in this long term financial plan. The approach taken for rates revenue, and expenses (both employee costs and materials and contracts) are listed above.

Under the current model the presented ratios are all ahead of benchmark.

### Scenario 3 – Unfavourable

Projected Statements 2017/18 - 2026/27											
Scenario 3		Projected Years:									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue		42,000,987	42,733,188	40,010,550	40,350,791	41,622,656	42,838,661	44,073,847	45,408,793	46,796,206	48,219,902
Operating Expenses		36,226,323	37,851,831	38,748,860	39,947,237	40,592,754	41,625,482	42,760,499	44,114,161	44,883,133	45,898,880
<b>Net Operating Result for the Year</b>		<b>5,774,664</b>	<b>4,881,357</b>	<b>1,261,690</b>	<b>403,555</b>	<b>1,029,903</b>	<b>1,213,179</b>	<b>1,313,348</b>	<b>1,294,632</b>	<b>1,913,073</b>	<b>2,321,022</b>
Total Assets		473,411,577	476,158,817	477,351,843	477,616,023	478,526,225	478,176,542	479,359,739	480,586,017	481,938,450	483,733,150
Total Liabilities		29,609,496	27,475,379	27,406,715	27,267,340	27,147,640	25,584,778	25,454,627	25,386,273	24,825,634	24,299,312
Total Equity		443,802,081	448,683,438	449,945,128	450,348,683	451,378,585	452,591,764	453,905,112	455,199,744	457,112,816	459,433,838
Benchmark		Projected Years:									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operating performance ratio</b>	>=0.00%	3.83%	9.27%	0.58%	-0.06%	1.44%	1.80%	1.96%	1.83%	3.09%	3.83%
<b>Own source operating revenue ratio</b>	>=60.00%	65.19%	66.36%	72.47%	73.92%	73.98%	73.99%	73.98%	74.02%	74.05%	74.09%
<b>Unrestricted current ratio</b>	>=1.50	2.62	2.50	2.28	2.15	2.26	2.10	2.10	2.01	2.15	2.09
<b>Debt services cover ratio</b>	>=2.00	9.30	11.61	9.31	9.36	9.92	10.16	10.74	10.99	11.55	11.89
<b>Rates, annual charges, interest and extra charges outstanding percentage</b>	<=10.00%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.81%
<b>Cash expense cover ratio</b>	>=3.00	30.96	34.65	39.19	40.53	36.26	40.92	38.83	41.00	43.34	44.64

This scenario sees Council with unfavourable operating conditions. Revenue has been negatively affected by an decrease to rate pegging and expenses have increased due to employee costs and materials and contracts having higher levels of annual growth.

Despite these unfavourable conditions, Council will be able to maintain positive ratios in all years except 2020/21. In 2020/21 the operating performance ratio falls below the benchmark. This ratio measures Council’s achievement of containing operating expenditure within operating revenue. The outcome of these unfavourable operating conditions sees pressure on Council to provide services to the community with fewer financial resources.