



Gunnedah Shire Council

Long Term Financial Plan 2015-2025

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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.



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:

- Long Term Financial Plan (10 years);
- Strategic Asset Management Plans (10 years); and
- 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.

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 Operating and Delivery Programs.

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.

Aim of this Plan

- 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.

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.

Current Financial Position

Council's current financial position continues to be sound. The audited Financial Statements at the 30th June 2014 showed cash and investments of \$41.7 million, being made up of Externally Restricted cash reserves (such as Water, Sewer, Domestic Waste, Developer Contributions S64/S94 and unexpended grants) totalling \$25.8 million, Internally Restricted cash reserves totalling \$12.3 million and Unrestricted cash reserves of over \$3.5 million.

The key performance measures upon which council is measured were as follows:

- Unrestricted Current Ratio – 4.95:1 (above 1.5:1 is considered healthy)
- Operating Performance Ratio – 10.31% (better than 0 is considered healthy)
- Infrastructure Backlog Ratio – 4% (target of < 2%)
- Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage – 7.96% (below 10% is considered acceptable)
- Buildings & Infrastructure Renewals Ratio – 123.54% (should average 100% in the long term)
- Own Source Operating Revenue Ratio – 73.08% (better than 60% is considered healthy)

Major Revenue Source

Rating

Income from rates forms the largest single portion of Council's total overall revenue and totalled 38.26% of total income for the 2013/14 financial year. Rating income is generated from four rating categories, being residential, business, farmland and mining.

Gunnedah Council's rate base consists of approximately 6,148 rateable properties which in 2014/15 are estimated to supply general rates of approximately \$11.7 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.

Council's rates and annual charges revenue as a proportion of total revenue over the past 5 years were as follows:

Year	%
2014	38.25
2013	35.70
2012	32.61
2011	34.46
2010	34.48

Revenue Strategy

The following items have been and are to continue to be pursued as a strategic means of growing our revenue base ultimately increasing income and reducing the reliance on any one revenue source:

- Review all fees and charges and levels of cost recovery with particular attention to discretionary user fees in non-core service areas;
- Identify and seek additional grant funding;
- Review Council's Borrowing Policy and utilisation of debt;
- Review Council's Investment Policy and cash flow processes;
- Review Council's Section 94 Plans and Policies;
- Investigate opportunities for entrepreneurial activities;
- Identify opportunities to rationalise Council's asset base;
- Review service levels and service delivery methods;
- Investigate options for collaboration and/or resource sharing; and
- Consult the community about a special rate variation.

Financial Planning Strategies

The key objective of the long term financial plan remains the achievement of financial sustainability across the short, medium and longer term whilst still achieving Council's broader community vision and corporate objectives.

The financial plan is based on the following key strategies:

Sustainability

- Provide spending on infrastructure renewal to ensure that Council's physical assets are maintained to standards that provide functionality and serviceability.
- Ensure rate increases are equitable and not excessive and that the increase can be justified in a positive and transparent manner.
- Provide a pricing strategy for services based on Council's preferred options for service delivery and subsidisation vs user pays principles.
- New or expansionary community assets to be funded via property development and s64 and s94 developer contributions.

Liquidity

- Ensure Council has sufficient available cash to meet its debts as and when they fall due.
- Avoid budgets where the liquidity ratios fall below target.
- Utilise loan funds for renewal and replacement capital purposes and to achieve inter-generational equity in the absence of pre-established reserves to fund this expenditure.
- Utilise a range of reserves to smooth cash flow, particularly in relation to large asset classes and unpredictable outlays such as Employee Leave Entitlement, Domestic Waste Management, Plant Replacement and the Livestock Saleyards.

Key Financial Assumptions

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contain within this plan

Category	Background	Assumption
Rates	Special rate variation approved increases (concluding 2016/17) and anticipated rate pegging and assessment growth thereafter	9.5, 7.5 & 3.0
User Charges & Fees	Based on recent local historic data, known changes and external advice	3.0 to 3.5%
Interest & Investment Revenue	Average estimated return from prevailing market	3.00%
Grants and Contributions - Operating	Based on individual grant details and future indexation	3.6 to 3.5%
Grants and Contributions - Capital	Based on individual grant details and future indexation	3.6 to 3.5%
Employee Costs	Already establish award conditions plus average historical competency increases for Gunnedah Council	3.5 to 4.5%
Superannuation	Average over 10 years based on wage changes plus proposed super guarantee increases	12.01%
Materials & Contracts	Based on recent local historic data, known changes and external advice	3.0 to 6.0%
Borrowing Costs	Based on average long term rates and current market quotes	4.78 to 5.45%
Utilities	Based on recent local historic data, known changes and external advice	3.0 to 5.0%
Infrastructure Property Plant & Equipment	Based on recent local historic data, known changes and external advice	3.0%

- Gunnedah's population has been forecast to continue to grow at a rate of 0.5% per annum over the period of this plan. This assumption is based on annual growth rates experienced over recent years combined with forecasts for growth in the future. This is informed by expected residential developments over the next 10 years and jobs growth resulting from the mining sector and mining related industries.
- Salary increases have been determined based on already adopted award increases for the first 2 years of the plan and an estimated 3.5% for the remainder.
- Workers Compensation total premiums have been assumed to remain in line with the average increase in employee costs of 3.50%.

Financial Performance Measures

Council measures its financial performance reporting in accordance with the Statement of Performance Measures contained within Note 13 of the Local Government Code of Accounting Practice and Financial Reporting.

Council will review the long term financial Plan each year as part of the development of the next annual Operating Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made compared with the actual results. The outcome will be used to improve the accuracy of the LTFP over the longer term. The major indicators include:

Measure	What it measures	Target	Calculation
Operating Performance Ratio	Council's achievement of containing operating expenditure within operating revenue	>0%	Total operating revenue excluding capital grants and contributions (-) operating expenses/total continuing operating revenue excluding capital grants and contributions
Own Source Operating Revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	>60%	Total continuing operating revenue(-) all grants and contributions/total continuing operating revenue
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	>1.5	Current assets (-) all external restrictions/current liabilities (-) less specific purpose liabilities
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	>2%	Operating result before capital excluding interest and depreciation, impairment and amortisation (EBITDA)/principal repayments (from the Statement of Cash Flows) (+) borrowing interest costs from the income statement
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts	<10%	Rates, annual and extra charges outstanding/rates, annual and extra charges collectable
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	>3%	Current year cash and cash equivalent including all term deposits/payments from cashflow of operating and financing activities (x) 12

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.

Version control and change history

Date	Version	Approval	Amendment
13/04/2012	Original Draft (V1)		Manex – for review.
23/05/2012	Draft II (V1)	Council	Adopt Draft and put on Public Display.
27/06/2012	Adopted document (V2)	Council	Adoption of final document following consideration of submissions to the Draft document.
23/01/2013	Draft III (V3)		Model used for SRV consultation. To be adopted and put on display for submissions.
15/06/2015	Draft (V4)	Council	2015 Annual LTFP update following completion of the Op/Delivery Plan.

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - CONSOLIDATED
Scenario: Sustainable Services

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Projected Years		2021/22	2022/23	2023/24	2024/25
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	13,733,000	14,817,584	15,959,075	16,951,691	17,459,774	18,133,074	18,676,794	19,466,816	20,050,527	20,651,737	21,270,972	21,908,772
User Charges & Fees	9,995,000	8,769,998	10,248,511	7,311,001	7,560,253	7,818,030	8,084,623	8,360,337	8,645,483	8,940,386	9,245,378	9,560,809
Interest & Investment Revenue	1,485,000	1,444,227	1,400,464	1,451,645	1,540,281	1,532,330	1,441,125	1,397,272	1,419,324	1,423,712	1,422,429	1,454,012
Other Revenues	778,000	394,520	726,666	604,432	624,273	644,771	665,946	687,823	710,424	733,774	757,897	782,819
Grants & Contributions provided for Operating Purposes	8,486,000	10,324,377	10,159,045	9,595,465	9,786,363	10,090,570	10,325,814	10,650,154	10,990,529	11,332,258	11,696,049	12,072,468
Grants & Contributions provided for Capital Purposes	1,048,000	943,358	1,828,420	3,099,760	1,120,854	1,127,451	1,165,307	1,194,466	1,224,971	1,266,871	1,310,213	1,355,046
Other Income:												
Net gains from the disposal of assets	376,000	80,110	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	35,901,000	36,774,174	40,322,181	39,013,995	38,091,799	39,346,226	40,359,611	41,756,867	43,041,259	44,348,737	45,702,939	47,133,926
Expenses from Continuing Operations												
Employee Benefits & On-Costs	12,406,000	12,988,576	13,195,621	13,657,468	14,135,479	14,630,221	15,142,279	15,672,259	16,220,788	16,788,515	17,376,113	17,984,277
Borrowing Costs	161,000	475,481	908,691	1,224,369	1,324,206	1,333,918	1,253,062	1,259,428	1,275,226	1,233,624	1,191,927	1,181,111
Materials & Contracts	7,058,000	10,085,489	10,242,384	7,571,959	7,353,759	7,513,917	7,569,984	7,532,781	7,646,111	7,787,503	7,946,964	8,175,625
Depreciation & Amortisation	8,589,000	8,609,682	9,255,292	9,516,321	9,836,689	10,118,767	10,452,329	10,763,649	11,069,611	11,406,594	11,751,320	12,091,180
Impairment	12,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,599,000	2,971,416	3,110,475	3,259,401	3,294,915	3,393,269	3,494,796	3,709,357	3,707,044	3,817,951	3,932,172	4,049,807
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	30,832,000	35,130,643	36,712,462	35,229,519	35,945,049	36,990,092	37,912,450	38,937,474	39,918,780	41,034,187	42,198,496	43,482,000
Operating Result from Continuing Operations	5,069,000	1,643,531	3,609,719	3,784,476	2,146,750	2,356,133	2,447,161	2,819,393	3,122,479	3,314,551	3,504,443	3,651,926
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,069,000	1,643,531	3,609,719	3,784,476	2,146,750	2,356,133	2,447,161	2,819,393	3,122,479	3,314,551	3,504,443	3,651,926
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,021,000	700,173	1,781,299	684,716	1,025,896	1,228,682	1,281,854	1,624,927	1,897,508	2,047,680	2,194,230	2,296,880

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - CONSOLIDATED
Scenario: Sustainable Services

	2013/14	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,359,000	750,000	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	40,336,000	35,009,633	32,842,662	34,490,290	37,552,713	37,602,768	37,261,212	36,660,852	39,545,454	42,124,183	46,133,077	50,503,507
Receivables	4,488,000	4,856,563	5,332,879	4,697,738	4,855,443	4,970,454	5,116,373	5,288,050	5,479,961	5,645,225	5,843,738	6,053,158
Inventories	411,000	464,470	502,152	450,092	456,259	469,618	481,231	496,263	509,869	524,401	539,725	556,846
Other	28,000	69,928	74,944	65,987	66,428	68,362	69,967	72,571	74,112	76,196	78,411	80,935
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	46,622,000	41,150,594	39,752,637	40,704,107	43,930,843	44,111,202	43,928,782	43,517,736	46,609,396	49,370,005	53,594,950	58,194,446
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	39,000	30,600	27,100	23,600	20,100	16,600	13,100	9,600	6,100	2,600	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	305,562,000	317,213,436	332,605,464	337,961,291	338,297,022	338,375,625	340,492,073	345,193,077	346,085,132	345,445,933	344,932,474	344,631,736
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	305,601,000	317,244,036	332,632,564	337,984,891	338,317,122	338,392,225	340,505,173	345,202,677	346,091,232	345,448,533	344,932,474	344,631,736
TOTAL ASSETS	352,223,000	358,394,630	372,385,201	378,688,999	382,247,965	382,503,427	384,433,955	388,720,413	392,700,627	394,818,538	398,527,424	402,826,181
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,785,000	3,417,119	3,631,824	2,998,391	2,864,610	2,926,743	2,988,102	3,094,630	3,177,796	3,245,683	3,342,544	3,458,563
Borrowings	516,000	313,611	658,664	803,513	906,260	951,708	1,001,933	1,112,846	1,211,266	1,305,397	1,402,348	1,191,447
Provisions	3,752,000	3,978,448	3,961,687	4,166,281	4,382,190	4,610,071	4,850,622	5,104,581	5,372,731	5,655,904	5,954,979	6,270,891
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,053,000	7,709,178	8,252,175	7,968,185	8,153,060	8,488,522	8,840,656	9,312,057	9,761,793	10,206,984	10,699,871	10,920,901
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,480,000	9,139,516	18,836,777	21,495,597	22,574,418	21,637,201	20,649,759	21,523,182	21,805,241	21,514,335	21,126,478	21,449,522
Provisions	6,612,000	6,824,405	6,964,999	7,109,491	7,258,012	5,759,096	5,877,771	6,000,011	6,125,951	4,775,027	4,874,440	4,977,197
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	12,092,000	15,963,920	25,801,777	28,605,088	29,832,430	27,396,296	26,527,529	27,523,194	27,931,192	26,289,361	26,000,918	26,426,718
TOTAL LIABILITIES	19,145,000	23,673,099	34,053,951	36,573,273	37,985,490	35,884,819	35,368,186	36,835,250	37,692,985	36,496,345	36,700,789	37,347,620
Net Assets	333,078,000	334,721,531	338,331,250	342,115,726	344,262,475	346,618,609	349,065,770	351,885,162	355,007,642	358,322,193	361,826,636	365,478,562
EQUITY												
Retained Earnings	333,078,000	334,721,531	177,013,250	180,797,726	182,944,475	185,300,609	187,747,770	190,567,162	193,689,642	197,004,193	200,508,636	204,160,562
Revaluation Reserves	-	-	161,318,000	161,318,000	161,318,000	161,318,000	161,318,000	161,318,000	161,318,000	161,318,000	161,318,000	161,318,000
Council Equity Interest	333,078,000	334,721,531	338,331,250	342,115,726	344,262,475	346,618,609	349,065,770	351,885,162	355,007,642	358,322,193	361,826,636	365,478,562
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	333,078,000	334,721,531	338,331,250	342,115,726	344,262,475	346,618,609	349,065,770	351,885,162	355,007,642	358,322,193	361,826,636	365,478,562
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Sustainable Services

	2013/14	2014/15					Projected Years					
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	13,541,000	14,970,541	16,082,450	17,085,091	17,625,599	18,296,276	18,853,256	19,636,446	20,237,947	20,845,085	21,470,438	22,114,551
User Charges & Fees	9,375,000	10,245,166	11,239,262	9,198,000	8,893,329	9,192,632	9,502,052	9,821,932	10,152,626	10,494,503	10,847,942	11,213,335
Interest & Investment Revenue Received	1,462,000	1,270,769	1,358,141	1,464,593	1,495,027	1,560,949	1,432,649	1,384,262	1,380,934	1,415,700	1,386,082	1,413,170
Grants & Contributions	9,810,000	10,547,133	12,009,973	12,736,138	10,891,509	11,193,770	11,471,993	11,818,759	12,188,385	12,571,858	12,977,281	13,397,529
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	2,690,000	717,970	615,871	670,834	608,981	621,104	644,459	672,089	695,931	725,176	754,761	785,982
Payments:												
Employee Benefits & On-Costs	(12,423,000)	(10,487,797)	(10,427,255)	(10,679,176)	(10,733,459)	(11,103,939)	(11,487,067)	(11,883,267)	(12,292,974)	(12,716,639)	(13,154,727)	(13,607,718)
Materials & Contracts	(6,754,000)	(12,619,808)	(14,079,163)	(12,117,490)	(11,830,335)	(12,102,056)	(12,332,366)	(12,429,908)	(12,753,005)	(13,057,737)	(13,400,145)	(13,817,612)
Borrowing Costs	(87,000)	(440,800)	(760,041)	(1,087,057)	(1,189,428)	(1,203,137)	(1,157,639)	(1,161,879)	(1,170,481)	(1,128,423)	(1,118,924)	(1,105,004)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(4,451,000)	(3,304,467)	(3,349,326)	(3,509,806)	(3,553,300)	(5,311,501)	(3,769,696)	(3,992,787)	(3,999,271)	(5,599,953)	(4,242,826)	(4,370,111)
Net Cash provided (or used in) Operating Activities	13,163,000	10,898,708	12,689,910	13,761,128	12,207,924	11,144,098	13,157,639	13,865,646	14,440,093	13,549,570	15,519,882	16,024,122
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	60,500,000	5,333,089	3,839,856	54,258	-	1,708,075	1,415,370	1,898,785	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	654,000	970,920	607,725	639,218	602,665	668,579	660,235	665,713	740,413	721,456	715,680	830,573
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	14,000	4,900	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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(67,473,000)	-	(1,672,884)	(1,701,887)	(3,062,423)	(1,758,130)	(1,073,815)	(1,298,425)	(2,884,602)	(2,578,729)	(4,008,894)	(4,370,430)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,449,000)	(21,273,743)	(25,260,422)	(15,559,886)	(10,933,234)	(10,874,353)	(13,225,713)	(16,119,557)	(12,679,883)	(11,499,022)	(11,939,261)	(12,599,908)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(17,754,000)	(14,964,835)	(22,482,225)	(16,564,797)	(13,389,492)	(10,252,329)	(12,220,422)	(14,849,984)	(14,820,572)	(13,352,795)	(15,228,975)	(16,136,265)

Cash Flows from Financing Activities

Receipts:												
Proceeds from Borrowings & Advances	5,000,000	4,000,000	10,500,000	3,500,000	2,000,000	-	-	2,000,000	1,500,000	1,000,000	1,000,000	1,500,000
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(386,000)	(542,873)	(457,685)	(696,331)	(818,433)	(891,770)	(937,217)	(1,015,663)	(1,119,521)	(1,196,776)	(1,290,906)	(1,387,857)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	4,614,000	3,457,127	10,042,315	2,803,669	1,181,567	(891,770)	(937,217)	984,337	380,479	(196,776)	(290,906)	112,143
Net Increase/(Decrease) in Cash & Cash Equivalents	23,000	(609,000)	250,000	-	(0)	(0)	0	0	(0)	0	(0)	0
plus: Cash, Cash Equivalents & Investments - beginning of year	1,336,000	1,359,000	750,000	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
Cash & Cash Equivalents - end of the year	1,359,000	750,000	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
Cash & Cash Equivalents - end of the year	1,359,000	750,000	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	40,336,000	35,009,633	32,842,662	34,490,290	37,552,713	37,602,768	37,261,212	36,660,852	39,545,454	42,124,183	46,133,077	50,503,507
Cash, Cash Equivalents & Investments - end of the year	41,695,000	35,759,633	33,842,662	35,490,290	38,552,713	38,602,768	38,261,212	37,660,852	40,545,454	43,124,183	47,133,077	51,503,507
Representing:												
- External Restrictions	25,841,480	23,337,627	19,644,687	21,970,573	24,737,848	25,397,526	25,695,945	25,748,637	27,871,600	29,963,180	33,789,315	37,817,864
- Internal Restrictions	12,283,111	8,268,814	8,301,248	8,043,849	8,060,362	8,406,746	8,780,820	8,879,638	9,184,594	9,531,286	9,861,428	10,062,956
- Unrestricted	3,570,409	4,153,192	5,896,726	5,475,868	5,754,503	4,798,495	3,784,447	3,032,577	3,489,260	3,629,717	3,482,334	3,622,687
41,695,000	35,759,633	33,842,662	35,490,290	38,552,713	38,602,768	38,261,212	37,660,852	40,545,454	43,124,183	47,133,077	51,503,507	

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - GENERAL FUND
Scenario: Sustainable Services

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Projected Years		2021/22	2022/23	2023/24	2024/25
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	11,315,000	12,274,335	13,400,811	14,317,659	14,747,052	15,339,321	15,799,354	16,503,181	16,998,117	17,507,895	18,032,960	18,573,771
User Charges & Fees	6,540,000	6,502,949	7,821,205	4,797,253	4,956,993	5,122,080	5,292,691	5,469,014	5,651,242	5,839,571	6,034,208	6,235,365
Interest & Investment Revenue	925,000	835,386	883,548	881,705	908,182	843,826	759,434	730,242	706,739	635,516	556,872	509,432
Other Revenues	771,000	349,520	675,016	550,974	568,944	587,505	606,677	626,479	646,933	668,061	689,884	712,426
Grants & Contributions provided for Operating Purposes	8,344,000	10,243,788	10,080,145	9,513,804	9,701,844	10,003,093	10,235,275	10,556,445	10,893,541	11,231,875	11,592,153	11,964,935
Grants & Contributions provided for Capital Purposes	398,000	750,165	1,575,420	2,849,759	862,104	859,645	888,127	907,585	928,049	959,557	992,143	1,025,844
Other Income:												
Net gains from the disposal of assets	376,000	80,110	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	28,669,000	31,036,253	34,436,144	32,911,154	31,745,119	32,755,469	33,581,558	34,792,946	35,824,622	36,842,475	37,898,219	39,021,772
Expenses from Continuing Operations												
Employee Benefits & On-Costs	11,451,000	11,983,916	12,155,798	12,581,251	13,021,595	13,477,351	13,949,058	14,437,275	14,942,580	15,465,570	16,006,865	16,567,105
Borrowing Costs	161,000	475,481	836,091	1,082,485	1,186,923	1,201,461	1,125,668	1,082,845	1,052,041	1,019,530	987,388	986,618
Materials & Contracts	6,286,000	7,958,306	8,784,807	5,987,245	5,724,412	5,818,517	5,831,204	5,736,321	5,793,814	5,894,472	5,989,963	6,145,736
Depreciation & Amortisation	7,012,000	7,096,900	7,688,050	7,902,062	8,174,002	8,406,199	8,688,384	8,946,786	9,198,241	9,479,084	9,765,985	10,046,285
Impairment	12,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,487,000	2,521,700	2,338,658	2,464,844	2,476,565	2,550,415	2,626,682	2,815,226	2,786,117	2,869,425	2,955,220	3,043,578
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	26,409,000	30,036,303	31,803,403	30,017,887	30,583,497	31,453,943	32,220,996	33,018,453	33,772,794	34,728,081	35,705,422	36,789,321
Operating Result from Continuing Operations	2,260,000	999,949	2,632,741	2,893,267	1,161,622	1,301,527	1,360,562	1,774,494	2,051,828	2,114,395	2,192,798	2,232,451
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,260,000	999,949	2,632,741	2,893,267	1,161,622	1,301,527	1,360,562	1,774,494	2,051,828	2,114,395	2,192,798	2,232,451
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,862,000	249,784	1,057,321	43,508	299,518	441,882	472,435	866,909	1,123,779	1,154,838	1,200,655	1,206,607

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - GENERAL FUND
Scenario: Sustainable Services

	2013/14	Projected Years										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	759,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments	21,942,000	19,084,881	20,383,683	20,329,425	21,427,282	19,719,207	19,792,149	19,950,812	21,449,368	21,525,491	22,892,190	24,485,119
Receivables	3,660,000	4,034,257	4,496,673	3,834,636	3,964,576	4,050,923	4,167,250	4,308,378	4,468,750	4,601,455	4,766,352	4,941,069
Inventories	290,000	325,647	358,099	305,257	307,079	315,962	322,965	333,249	341,965	351,460	361,596	373,373
Other	28,000	69,306	74,405	65,408	65,828	67,743	69,330	71,913	73,432	75,497	77,689	80,186
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	26,679,000	24,014,090	25,812,860	25,034,726	26,264,765	24,653,836	24,851,694	25,164,352	26,833,515	27,053,903	28,597,826	30,379,748
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	39,000	30,600	27,100	23,600	20,100	16,600	13,100	9,600	6,100	2,600	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	235,258,000	243,154,133	250,908,493	256,668,959	257,571,391	257,930,073	258,111,350	258,591,617	259,401,670	259,659,458	260,062,837	260,698,173
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	235,297,000	243,184,733	250,935,593	256,692,559	257,591,491	257,946,673	258,124,450	258,601,217	259,407,770	259,662,058	260,062,837	260,698,173
TOTAL ASSETS	261,976,000	267,198,823	276,748,452	281,727,285	283,856,256	282,600,509	282,976,144	283,765,569	286,241,285	286,715,960	288,660,663	291,077,921
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,779,000	3,405,090	3,621,713	2,987,617	2,853,486	2,915,231	2,976,254	3,082,389	3,165,163	3,232,707	3,329,133	3,444,678
Borrowings	516,000	313,611	564,740	704,989	802,909	843,294	888,208	934,781	1,024,111	1,108,686	1,195,591	974,130
Provisions	3,752,000	3,978,448	3,961,687	4,166,281	4,382,190	4,610,071	4,850,622	5,104,581	5,372,731	5,655,904	5,954,979	6,270,891
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,047,000	7,697,149	8,148,140	7,858,886	8,038,585	8,368,595	8,715,084	9,121,751	9,562,005	9,997,297	10,479,703	10,689,699
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,480,000	9,139,516	15,976,006	18,733,350	19,915,522	19,086,719	18,213,002	17,292,711	17,761,925	17,667,730	17,486,630	18,026,991
Provisions	6,612,000	6,824,405	6,964,999	7,109,491	7,258,012	5,759,096	5,877,771	6,000,011	6,125,951	4,775,027	4,874,440	4,977,197
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	12,092,000	15,963,920	22,941,005	25,842,841	27,173,534	24,845,815	24,090,772	23,292,722	23,887,877	22,442,757	22,361,070	23,004,188
TOTAL LIABILITIES	19,139,000	23,661,070	31,089,145	33,701,728	35,212,119	33,214,410	32,805,856	32,414,474	33,449,882	32,440,054	32,840,773	33,693,887
Net Assets	242,837,000	243,537,753	245,659,307	248,025,557	248,644,136	249,386,099	250,170,288	251,351,096	252,791,403	254,275,907	255,819,890	257,384,034
EQUITY												
Retained Earnings	242,837,000	243,537,753	134,008,307	136,374,557	136,993,136	137,735,099	138,519,288	139,700,096	141,140,403	142,624,907	144,168,890	145,733,034
Revaluation Reserves	-	-	111,651,000	111,651,000	111,651,000	111,651,000	111,651,000	111,651,000	111,651,000	111,651,000	111,651,000	111,651,000
Council Equity Interest	242,837,000	243,537,753	245,659,307	248,025,557	248,644,136	249,386,099	250,170,288	251,351,096	252,791,403	254,275,907	255,819,890	257,384,034
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	242,837,000	243,537,753	245,659,307	248,025,557	248,644,136	249,386,099	250,170,288	251,351,096	252,791,403	254,275,907	255,819,890	257,384,034
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Sustainable Services

	2013/14	2014/15					Projected Years					
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	12,539,082	13,482,083	14,418,022	14,878,518	15,466,782	15,938,877	16,634,636	17,146,082	17,660,465	18,190,279	18,735,987
User Charges & Fees	-	7,453,840	8,526,563	6,390,801	5,987,878	6,185,491	6,389,660	6,600,607	6,818,555	7,043,739	7,276,401	7,516,791
Interest & Investment Revenue Received	-	690,420	841,433	895,514	863,815	873,358	751,899	718,201	669,348	628,532	521,583	469,681
Grants & Contributions	-	10,273,540	11,677,960	12,404,479	10,548,242	10,838,488	11,104,276	11,438,172	11,794,479	12,164,164	12,555,318	12,960,797
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	672,970	564,221	617,376	553,653	563,839	585,189	610,745	632,440	659,463	686,748	715,588
Payments:												
Employee Benefits & On-Costs	-	(10,104,829)	(10,046,512)	(10,285,106)	(10,325,597)	(10,681,802)	(11,050,156)	(11,431,063)	(11,824,943)	(12,232,227)	(12,653,361)	(13,088,803)
Materials & Contracts	-	(9,843,247)	(11,939,610)	(9,834,094)	(9,474,009)	(9,654,294)	(9,814,858)	(9,827,542)	(10,066,616)	(10,301,398)	(10,549,732)	(10,863,102)
Borrowing Costs	-	(440,800)	(687,441)	(945,173)	(1,052,144)	(1,070,680)	(1,030,245)	(985,295)	(947,297)	(914,329)	(914,385)	(910,511)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,791,107)	(2,763,227)	(2,906,123)	(2,931,507)	(4,671,054)	(3,110,036)	(3,313,337)	(3,299,437)	(4,879,124)	(3,500,373)	(3,605,384)
Net Cash provided (or used in) Operating Activities	-	8,449,870	9,655,469	10,755,696	9,048,849	7,850,128	9,764,607	10,445,124	10,922,611	9,829,286	11,612,478	11,931,044
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,863,841	-	54,258	-	1,708,075	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	970,920	607,725	639,218	602,665	668,579	660,235	665,713	740,413	721,456	715,680	830,573
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	4,900	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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(1,298,802)	-	(1,097,857)	-	(72,942)	(158,663)	(1,498,556)	(76,124)	(1,366,699)	(1,592,929)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(16,005,658)	(16,055,511)	(14,350,265)	(9,837,248)	(9,441,864)	(9,526,597)	(10,081,957)	(10,726,512)	(10,468,498)	(10,870,765)	(11,491,087)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(12,165,997)	(16,743,088)	(13,653,289)	(10,328,941)	(7,061,710)	(8,935,804)	(9,571,407)	(11,481,154)	(9,819,665)	(11,518,283)	(12,249,944)

Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	4,000,000	7,500,000	3,500,000	2,000,000	-	-	-	1,500,000	1,000,000	1,000,000	1,500,000
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(542,873)	(412,381)	(602,407)	(719,908)	(788,418)	(828,803)	(873,717)	(941,456)	(1,009,620)	(1,094,195)	(1,181,100)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	3,457,127	7,087,619	2,897,593	1,280,092	(788,418)	(828,803)	(873,717)	558,544	(9,620)	(94,195)	318,900
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(259,000)	-	0	-	(0)	0	0	(0)	0	(0)	0
plus: Cash, Cash Equivalents & Investments - beginning of year	-	759,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Cash & Cash Equivalents - end of the year	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Cash & Cash Equivalents - end of the year	759,000	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	21,942,000	19,084,881	20,383,683	20,329,425	21,427,282	19,719,207	19,792,149	19,950,812	21,449,368	21,525,491	22,892,190	24,485,119
Cash, Cash Equivalents & Investments - end of the year	22,701,000	19,584,881	20,883,683	20,829,425	21,927,282	20,219,207	20,292,149	20,450,812	21,949,368	22,025,491	23,392,190	24,985,119
Representing:												
- External Restrictions	6,848,438	7,162,875	6,685,709	7,309,707	8,112,417	7,013,966	7,726,882	8,538,597	9,275,514	8,864,488	10,048,428	11,299,477
- Internal Restrictions	12,283,111	8,268,814	8,301,248	8,043,849	8,060,362	8,406,746	8,780,820	8,879,638	9,184,594	9,531,286	9,861,428	10,062,956
- Unrestricted	3,569,451	4,153,192	5,896,726	5,475,868	5,754,503	4,798,495	3,784,447	3,032,577	3,489,260	3,629,717	3,482,334	3,622,687
	22,701,000	19,584,881	20,883,683	20,829,425	21,927,282	20,219,207	20,292,149	20,450,812	21,949,368	22,025,491	23,392,190	24,985,119
Cash & Investments per Balance Sheet	-	2,509,244	4,399,094	4,039,081	4,638,407	1,956,917	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Variance per Balance Sheet to Cash Flow	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - WATER FUND
Scenario: Sustainable Services

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Projected Years		2021/22	2022/23	2023/24	2024/25
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	810,000	793,139	790,800	813,869	838,285	863,433	889,336	916,017	943,497	971,802	1,000,956	1,030,985
User Charges & Fees	2,824,000	1,806,932	1,878,806	1,946,050	2,015,692	2,087,818	2,162,515	2,239,876	2,319,994	2,402,968	2,488,899	2,577,893
Interest & Investment Revenue	303,000	331,541	341,662	362,680	395,335	429,449	390,411	425,239	453,106	487,326	521,498	555,504
Other Revenues	2,000	41,000	51,500	53,303	55,168	57,099	59,097	61,166	63,307	65,522	67,816	70,189
Grants & Contributions provided for Operating Purposes	104,000	42,289	40,600	42,021	43,492	45,014	46,590	48,220	49,908	51,655	53,463	55,334
Grants & Contributions provided for Capital Purposes	516,000	160,994	170,000	190,000	196,650	203,533	210,657	218,030	225,661	233,559	241,733	250,194
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	4,559,000	3,175,896	3,273,368	3,407,922	3,544,623	3,686,346	3,758,606	3,908,547	4,055,472	4,212,832	4,374,365	4,540,100
Expenses from Continuing Operations												
Employee Benefits & On-Costs	637,000	670,124	693,578	717,854	742,978	768,983	795,897	823,753	852,585	882,425	913,310	945,276
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	512,000	1,293,169	911,124	1,015,152	1,057,817	1,088,301	1,117,997	1,156,492	1,194,023	1,222,187	1,265,264	1,314,269
Depreciation & Amortisation	890,000	851,227	881,871	908,327	935,577	963,644	992,554	1,022,330	1,053,000	1,084,590	1,117,128	1,150,642
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	767,000	360,707	573,168	590,261	607,957	626,185	644,964	664,306	684,228	704,748	725,883	747,652
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,813,000	3,175,228	3,059,741	3,231,594	3,344,330	3,447,113	3,551,411	3,666,882	3,783,836	3,893,951	4,021,585	4,157,839
Operating Result from Continuing Operations	1,746,000	668	213,628	176,328	200,293	239,234	207,195	241,665	271,636	318,881	352,780	382,260
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,746,000	668	213,628	176,328	200,293	239,234	207,195	241,665	271,636	318,881	352,780	382,260
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,230,000	(160,326)	43,627	(13,672)	3,642	35,701	(3,462)	23,635	45,975	85,323	111,047	132,066

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - WATER FUND
Scenario: Sustainable Services

	2013/14	2014/15		Projected Years								
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	356,000	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Investments	9,958,000	7,930,626	8,304,708	8,928,636	9,936,003	11,031,764	9,616,394	10,756,156	11,740,846	13,002,990	14,320,241	15,687,560
Receivables	589,000	547,787	552,316	570,477	589,239	608,621	628,644	649,330	670,700	692,778	715,586	739,150
Inventories	121,000	138,201	143,460	144,224	148,551	153,008	157,598	162,326	167,196	172,211	177,378	182,699
Other	-	623	539	579	600	619	637	659	680	699	723	749
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,024,000	8,617,236	9,251,024	9,893,916	10,924,394	12,044,011	10,653,273	11,818,470	12,829,422	14,118,679	15,463,928	16,860,158
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	40,108,000	42,877,469	42,916,399	42,925,060	42,584,058	42,207,449	44,324,244	43,935,153	43,746,282	43,342,798	42,934,266	42,521,747
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	40,108,000	42,877,469	42,916,399	42,925,060	42,584,058	42,207,449	44,324,244	43,935,153	43,746,282	43,342,798	42,934,266	42,521,747
TOTAL ASSETS	51,132,000	51,494,705	52,167,423	52,818,977	53,508,451	54,251,460	54,977,517	55,753,623	56,575,704	57,461,477	58,398,193	59,381,905
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,000	9,015	7,803	8,377	8,691	8,957	9,224	9,533	9,843	10,118	10,462	10,836
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,000	9,015	7,803	8,377	8,691	8,957	9,224	9,533	9,843	10,118	10,462	10,836
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	5,000	9,015	7,803	8,377	8,691	8,957	9,224	9,533	9,843	10,118	10,462	10,836
Net Assets	51,127,000	51,485,690	52,159,620	52,810,600	53,499,760	54,242,503	54,968,293	55,744,090	56,565,860	57,451,358	58,387,731	59,371,069
EQUITY												
Retained Earnings	51,127,000	51,485,690	29,515,620	30,166,600	30,855,760	31,598,503	32,324,293	33,100,090	33,921,860	34,807,358	35,743,731	36,727,069
Revaluation Reserves	-	-	22,644,000	22,644,000	22,644,000	22,644,000	22,644,000	22,644,000	22,644,000	22,644,000	22,644,000	22,644,000
Council Equity Interest	51,127,000	51,485,690	52,159,620	52,810,600	53,499,760	54,242,503	54,968,293	55,744,090	56,565,860	57,451,358	58,387,731	59,371,069
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	51,127,000	51,485,690	52,159,620	52,810,600	53,499,760	54,242,503	54,968,293	55,744,090	56,565,860	57,451,358	58,387,731	59,371,069
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - WATER FUND
Scenario: Sustainable Services

	2013/14	2014/15					Projected Years					
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	704,779	823,982	841,687	866,937	892,945	919,734	947,326	975,745	1,005,018	1,035,168	1,066,223
User Charges & Fees	-	2,311,616	2,171,191	2,241,019	2,319,455	2,400,636	2,484,658	2,571,621	2,661,628	2,754,785	2,851,202	2,950,994
Interest & Investment Revenue Received	-	324,103	341,669	362,457	395,106	429,212	390,167	424,988	452,847	487,060	521,224	555,222
Grants & Contributions	-	203,207	210,662	232,021	240,142	248,547	257,246	266,249	275,568	285,213	295,195	305,527
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	41,000	51,500	53,303	55,168	57,099	59,097	61,166	63,307	65,522	67,816	70,189
Payments:												
Employee Benefits & On-Costs	-	(239,433)	(235,170)	(243,400)	(251,919)	(260,737)	(269,862)	(279,308)	(289,083)	(299,201)	(309,673)	(320,512)
Materials & Contracts	-	(1,741,795)	(1,380,217)	(1,494,274)	(1,557,494)	(1,605,490)	(1,653,263)	(1,710,428)	(1,767,322)	(1,815,559)	(1,879,312)	(1,949,754)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(366,155)	(438,734)	(451,896)	(465,452)	(479,416)	(493,799)	(508,612)	(523,871)	(539,587)	(555,775)	(572,448)
Net Cash provided (or used in) Operating Activities	-	1,237,322	1,544,884	1,540,916	1,601,942	1,682,796	1,693,978	1,773,002	1,848,819	1,943,251	2,025,846	2,105,443
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,027,374	-	-	-	-	1,415,370	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(374,082)	(623,928)	(1,007,367)	(1,095,761)	-	(1,139,762)	(984,690)	(1,262,145)	(1,317,250)	(1,367,319)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,620,696)	(920,801)	(916,988)	(594,574)	(587,036)	(3,109,349)	(633,239)	(864,130)	(681,106)	(708,596)	(738,123)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,593,322)	(1,294,884)	(1,540,916)	(1,601,942)	(1,682,796)	(1,693,978)	(1,773,002)	(1,848,819)	(1,943,251)	(2,025,846)	(2,105,443)

Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(356,000)	250,000	(0)	(0)	-	-	-	0	0	0	-
plus: Cash, Cash Equivalents & Investments - beginning of year	-	356,000	(0)	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Cash & Cash Equivalents - end of the year	-	(0)	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Cash & Cash Equivalents - end of the year	356,000	(0)	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	9,958,000	7,930,626	8,304,708	8,928,636	9,936,003	11,031,764	9,616,394	10,756,156	11,740,846	13,002,990	14,320,241	15,687,560
Cash, Cash Equivalents & Investments - end of the year	10,314,000	7,930,626	8,554,708	9,178,636	10,186,003	11,281,764	9,866,394	11,006,156	11,990,846	13,252,990	14,570,241	15,937,560
Representing:												
- External Restrictions	10,314,000	7,930,626	8,554,708	9,178,636	10,186,003	11,281,764	9,866,394	11,006,156	11,990,846	13,252,990	14,570,241	15,937,560
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	10,314,000	7,930,626	8,554,708	9,178,636	10,186,003	11,281,764	9,866,394	11,006,156	11,990,846	13,252,990	14,570,241	15,937,560
Cash & Investments per Balance Sheet	-	1,257,976	1,866,367	2,567,049	3,661,698	4,798,725	3,405,254	4,547,710	5,515,004	6,735,604	7,988,698	9,270,084
Variance per Balance Sheet to Cash Flow	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - SEWER FUND
Scenario: Sustainable Services

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Projected Years		2021/22	2022/23	2023/24	2024/25
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,608,000	1,750,110	1,767,464	1,820,164	1,874,437	1,930,319	1,988,104	2,047,618	2,108,912	2,172,040	2,237,056	2,304,016
User Charges & Fees	631,000	460,117	548,501	567,698	587,568	608,133	629,417	651,447	674,248	697,846	722,271	747,550
Interest & Investment Revenue	257,000	277,300	175,254	207,261	236,764	259,055	291,280	241,791	259,479	300,869	344,059	389,076
Other Revenues	5,000	4,000	150	155	161	166	172	178	184	191	198	204
Grants & Contributions provided for Operating Purposes	38,000	38,300	38,300	39,640	41,028	42,464	43,950	45,488	47,080	48,728	50,434	52,199
Grants & Contributions provided for Capital Purposes	134,000	32,199	83,000	60,000	62,100	64,274	66,523	68,851	71,261	73,755	76,337	79,009
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,673,000	2,562,026	2,612,669	2,694,919	2,802,058	2,904,410	3,019,447	3,055,374	3,161,165	3,293,430	3,430,354	3,572,054
Expenses from Continuing Operations												
Employee Benefits & On-Costs	318,000	334,536	346,245	358,363	370,906	383,888	397,324	411,230	425,623	440,520	455,938	471,896
Borrowing Costs	-	-	72,600	141,884	137,283	132,457	127,394	176,584	223,185	214,094	204,539	194,493
Materials & Contracts	260,000	834,013	546,453	569,561	571,530	607,099	620,783	639,969	658,274	670,843	691,737	715,620
Depreciation & Amortisation	687,000	661,555	685,371	705,932	727,110	748,923	771,391	794,533	818,369	842,920	868,207	894,254
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	345,000	89,008	198,649	204,297	210,393	216,669	223,150	229,825	236,699	243,778	251,069	258,577
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,610,000	1,919,112	1,849,318	1,980,038	2,017,223	2,089,037	2,140,043	2,252,140	2,362,149	2,412,155	2,471,489	2,534,840
Operating Result from Continuing Operations	1,063,000	642,914	763,351	714,881	784,835	815,373	879,404	803,234	799,016	881,275	958,865	1,037,214
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,063,000	642,914	763,351	714,881	784,835	815,373	879,404	803,234	799,016	881,275	958,865	1,037,214
Net Operating Result before Grants and Contributions provided for Capital Purposes	929,000	610,715	680,351	654,881	722,735	751,100	812,881	734,383	727,754	807,519	882,528	958,206

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - SEWER FUND
Scenario: Sustainable Services

	2013/14	2014/15		Projected Years								
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	244,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Investments	8,436,000	7,994,126	4,154,270	5,232,229	6,189,428	6,851,797	7,852,669	5,953,884	6,355,241	7,595,701	8,920,646	10,330,827
Receivables	239,000	274,519	283,891	292,625	301,628	310,910	320,478	330,342	340,510	350,993	361,799	372,939
Inventories	-	622	593	611	629	648	668	688	708	729	751	774
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	8,919,000	8,519,268	4,688,754	5,775,465	6,741,685	7,413,355	8,423,815	6,534,913	6,946,459	8,197,423	9,533,197	10,954,540
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	30,196,000	31,181,834	38,780,572	38,367,272	38,141,573	38,238,104	38,056,480	42,666,307	42,937,179	42,443,678	41,935,371	41,411,815
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	30,196,000	31,181,834	38,780,572	38,367,272	38,141,573	38,238,104	38,056,480	42,666,307	42,937,179	42,443,678	41,935,371	41,411,815
TOTAL ASSETS	39,115,000	39,701,102	43,469,326	44,142,737	44,883,259	45,651,458	46,480,295	49,201,221	49,883,639	50,641,101	51,468,568	52,366,356
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,000	3,014	2,308	2,397	2,433	2,556	2,624	2,707	2,789	2,858	2,949	3,049
Borrowings	-	-	93,924	98,525	103,351	108,414	113,725	178,065	187,155	196,711	206,757	217,317
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,000	3,014	96,232	100,922	105,784	110,970	116,348	180,772	189,945	199,569	209,706	220,366
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	2,860,772	2,762,247	2,658,896	2,550,482	2,436,757	4,230,471	4,043,316	3,846,604	3,639,848	3,422,531
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	2,860,772	2,762,247	2,658,896	2,550,482	2,436,757	4,230,471	4,043,316	3,846,604	3,639,848	3,422,531
TOTAL LIABILITIES	1,000	3,014	2,957,003	2,863,168	2,764,680	2,661,451	2,553,105	4,411,243	4,233,260	4,046,174	3,849,553	3,642,897
Net Assets	39,114,000	39,698,088	40,512,323	41,279,569	42,118,579	42,990,007	43,927,189	44,789,977	45,650,378	46,594,927	47,619,014	48,723,459
EQUITY												
Retained Earnings	39,114,000	39,698,088	13,489,323	14,256,569	15,095,579	15,967,007	16,904,189	17,766,977	18,627,378	19,571,927	20,596,014	21,700,459
Revaluation Reserves	-	-	27,023,000	27,023,000	27,023,000	27,023,000	27,023,000	27,023,000	27,023,000	27,023,000	27,023,000	27,023,000
Council Equity Interest	39,114,000	39,698,088	40,512,323	41,279,569	42,118,579	42,990,007	43,927,189	44,789,977	45,650,378	46,594,927	47,619,014	48,723,459
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	39,114,000	39,698,088	40,512,323	41,279,569	42,118,579	42,990,007	43,927,189	44,789,977	45,650,378	46,594,927	47,619,014	48,723,459
Variance Net assets to Total Equity	-	-	-	-	-	-	-	-	-	-	-	-

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - SEWER FUND
Scenario: Sustainable Services

	2013/14	2014/15					Projected Years					
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,726,680	1,776,385	1,825,383	1,880,144	1,936,548	1,994,645	2,054,484	2,116,119	2,179,602	2,244,990	2,312,340
User Charges & Fees	-	479,710	541,507	566,179	585,996	606,506	627,733	649,704	672,443	695,979	720,338	745,550
Interest & Investment Revenue Received	-	256,246	175,039	206,623	236,107	258,378	290,583	241,073	258,739	300,108	343,275	388,268
Grants & Contributions	-	70,385	121,352	99,638	103,126	106,735	110,471	114,337	118,339	122,481	126,768	131,204
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,000	150	155	161	166	172	178	184	191	198	204
Payments:												
Employee Benefits & On-Costs	-	(143,535)	(145,574)	(150,669)	(155,942)	(161,400)	(167,049)	(172,896)	(178,947)	(185,211)	(191,693)	(198,402)
Materials & Contracts	-	(1,034,767)	(759,336)	(789,122)	(798,832)	(842,271)	(864,245)	(891,939)	(919,067)	(940,780)	(971,101)	(1,004,757)
Borrowing Costs	-	-	(72,600)	(141,884)	(137,283)	(132,457)	(127,394)	(176,584)	(223,185)	(214,094)	(204,539)	(194,493)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(147,204)	(147,366)	(151,787)	(156,341)	(161,031)	(165,862)	(170,838)	(175,963)	(181,242)	(186,679)	(192,279)
Net Cash provided (or used in) Operating Activities	-	1,211,515	1,489,557	1,464,515	1,557,134	1,611,174	1,699,054	1,647,521	1,668,663	1,777,034	1,881,557	1,987,636
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	441,874	3,839,856	-	-	-	-	1,898,785	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	(1,077,959)	(957,198)	(662,369)	(1,000,872)	-	(401,357)	(1,240,460)	(1,324,945)	(1,410,181)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,647,389)	(8,284,109)	(292,632)	(501,411)	(845,454)	(589,767)	(5,404,360)	(1,089,241)	(349,418)	(359,901)	(370,698)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,205,515)	(4,444,253)	(1,370,591)	(1,458,609)	(1,507,823)	(1,590,640)	(3,505,575)	(1,490,598)	(1,589,879)	(1,684,846)	(1,780,879)

Cash Flows from Financing Activities

Receipts:												
Proceeds from Borrowings & Advances	-	-	3,000,000	-	-	-	-	2,000,000	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	(45,304)	(93,924)	(98,525)	(103,351)	(108,414)	(141,945)	(178,065)	(187,155)	(196,711)	(206,757)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	2,954,696	(93,924)	(98,525)	(103,351)	(108,414)	1,858,055	(178,065)	(187,155)	(196,711)	(206,757)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	6,000	-	-	-	(0)	(0)	-	(0)	0	(0)	(0)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	244,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
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
Cash & Cash Equivalents - end of the year	244,000	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	8,436,000	7,994,126	4,154,270	5,232,229	6,189,428	6,851,797	7,852,669	5,953,884	6,355,241	7,595,701	8,920,646	10,330,827
Cash, Cash Equivalents & Investments - end of the year	8,680,000	8,244,126	4,404,270	5,482,229	6,439,428	7,101,797	8,102,669	6,203,884	6,605,241	7,845,701	9,170,646	10,580,827
Representing:												
- External Restrictions	8,680,000	8,244,126	4,404,270	5,482,229	6,439,428	7,101,797	8,102,669	6,203,884	6,605,241	7,845,701	9,170,646	10,580,827
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	8,680,000	8,244,126	4,404,270	5,482,229	6,439,428	7,101,797	8,102,669	6,203,884	6,605,241	7,845,701	9,170,646	10,580,827
Cash & Investments per Balance Sheet	-	1,372,133	-	1,117,860	2,163,911	2,968,553	4,132,978	2,415,186	3,016,522	4,476,572	6,041,875	7,715,169
Variance per Balance Sheet to Cash Flow	-	-	-	-	-	-	-	-	-	-	-	-