



Coonamble Shire Council

Draft Long Term Financial Plan

2017/18 – 2027/28

LONG TERM FINANCIAL PLAN

SECTION 1

INTRODUCTION.....	3
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SECTION 2

PLANNING ASSUMPTIONS, RISKS AND SENSITIVITES.....	6
--	---

SECTION 3

FINANCIAL PROJECTIONS	10
-----------------------------	----

SECTION 4

ACHIEVING FINANCIAL SUSTAINABILITY.....	21
---	----

SECTION 5

PLAN MONITORING AND REVIEW	22
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Introduction

Coonamble Council, like many in NSW, face challenges in funding ongoing operations, maintaining community assets and delivering projects and initiatives reflective of community need. Impacting factors include the increase in cost of labour and materials, increasing demand for services and cost shifting from other levels of government. In order to respond to these challenges Council must deliver services efficiently and effectively while developing opportunities to generate additional revenue sources.

In order to achieve its objectives and financial sustainability, Council is required to produce a Long Term Financial Plan (LTFP). The purpose of the LTFP is to set out the steps that Council will take to address the major financial challenges and opportunities which will influence Council's operations over the next ten years. The LTFP will guide future strategies and actions of Council to ensure that Council continues to operate in a sustainable manner.

The LTFP is a decision making and problem solving tool for deciding how best to achieve the Council's corporate objectives while addressing its long term financial challenges. The document is dynamic in nature and will be reviewed to reflect changing environments.

Integrated Planning & Reporting Framework

In 2009 a new planning and reporting framework for NSW local government was introduced. These reforms replace the former Management Plan and Social Plan with an integrated framework.

To comply with this legislation Council has produced the following documents:

- Community Strategic Plan 2017- 2032
- 4 year Delivery Program and annual Operational Plan

- Resourcing Strategy (including a Long Term Financial Plan, an Asset Management Strategy and a Workforce Plan)

The long term Community Strategic Plan represents the highest Level document.

Supporting the Community Strategic Plan is the Delivery Program, a four year strategic document listing the actions Council plans to implement to achieve the community's needs. Council has then developed an annual Operational Plan and annual Budget, highlighting what strategies and projects can be undertaken in the coming financial year.

The Resourcing Strategy supports the Delivery Program and Operational Plan by addressing the financial, physical and human resources required. The Resourcing Strategy is comprised of a Workforce Management Plan, Strategic Asset Management Plan and a Long Term Financial Plan (LTFP).

The LTFP underpins the content of Council's four year Delivery Program and annual Operational Plan.



Integrated Planning and Reporting framework

Long Term Financial Plan Legislative Requirements and Compliance

Legislative Requirements	Compliance
LTFP must be a minimum of 10 years	This document covers the period 2017/18 – 2027/28
LTFP must include planning assumptions used to develop the plan <ul style="list-style-type: none"> • Sensitivity analysis (factors/ assumptions most likely to affect the plan) • Projected income and expenditure, balance sheet and cash flow statement • Financial modelling for different scenarios (planned/optimistic/conservative) • Methods of monitoring financial performance 	Planning assumptions, Sensitivities and Risks are outlined in section 2. Financial projections are outlined in Section 3. Financial modelling for planned scenarios outlined in Section 3. Monitoring information is outlined in Section 5.
LTFP must be updated at least annually as part of the development of the Operational Plan and reviewed in detail as part of the four yearly review of the Community Strategic Plan	Plan review information is outlined in Section 5.

Long Term Financial Plan (LTFP)

The LTFP is an integral part of Council's strategic planning cycle. On an annual basis, the plan will be updated with actual financial data and the planning and financial assumptions will be reviewed for continued accuracy. Changes to the plan will be driven by changes in strategic direction as reflected in Council's annual Operational Plan and Delivery Program, which is reviewed at the commencement of each Council term (every 4 years).

Revenue & Expenditure

Revenue –

Rates and charges income including residential charges associated with domestic waste services.

Challenges/risks	Planning Assumptions
An ageing population is likely to limit Council's scope to raise fees and rates due to the lack of population to pay, an increase in pensioner rebates being processed, resulting in less rate revenue	Minimal impact on rate income Historically rate income generated from business & farming income. Rate capping expected to continue.

Regulatory & discretionary fees–

Challenges/risks	Planning Assumptions
The Shire's low population does not provide a large market from which significant fees and charges can be drawn. Many fees and charges are set within external requirements with limited flexibility for change.	Static income. Discretionary fees based on fee for service.

Operational Grants –

Challenges/risks	Planning Assumptions
Library subsidy, Street Lighting, Financial Assistance, Human Services (child care).	Slow reduction expected based on population figures, not significant in near future

Capital Grants –

Challenges/risks	Planning Assumptions
Not reliable source	Assumption made that grant is not tied to Council resourcing.

Interest income from investment –

Challenges/risks	Planning Assumptions
Council's current approach involves interest earnings from investments being used to fund the operational budget. This source of revenue is not necessarily reliable as it is impacted by fluctuations of the investment market.	Investment revenues have been estimated at an average of 2.7% for the first 3 years of the plan then increasing to an average of 4.8% for the remainder of the planning period

Expenditure –

Employee benefits and on costs.

Challenges/risks	Planning Assumptions
A regional skills shortage impacts on Council's ability to establish the necessary workforce to achieve our corporate goals.	Programs in place to develop skills in local staff.
Council's capacity to attract and retain appropriate staff is impacted by financial constraints and labour market factors.	Premium paid to attract suitable staff. Lifestyle choices offered.
Increases in the cost of employment have been outweighing increases in Council's income.	Expected to be at 2.5% - 3.5% per annum.
Effectiveness of WH & S programs will impact on Workers Compensation premiums	Premium remains stable. Reduction in premium offset due to lower claims by CPI cost increases.

Materials & contracts

Challenges/risks	Planning Assumptions
Council holds, operates and maintains a considerable number of assets which are subject to the impact of rising oil prices	Mix of inputs expected to increase by 2.5% additional for road works.

Other expenses – including audit fees, valuation, advertising, subscriptions, memberships, software licences, insurance etc.

Challenges/risks	Planning Assumptions
Variable expenses which includes items such as electricity, water and etc have been projected to increase at the rate of 8.00%.	Insurance includes motor vehicle, public liability & professional indemnity insurance and is projected at an 5% increase.

Capital Works – spending on the assets the Council uses to provide services to the community eg: roads, social spaces etc.

Challenges/risks	Planning Assumptions
Ensuring that the capital works program supports and contributes to the achievement of Council's Delivery Program.	Capital programs based on renewing of existing assets. Some capital assets to be rationalised, sold and better utilised
Managing reserves to ensure projects are able to be completed efficient.	Continual reflection within the budget of transfer to reserves to meet obligation

Depreciation—reflects the fact that an asset's cost is proportionally expensed over the time period during which it is used.

Challenges/risks	Planning Assumptions
Effectiveness of asset management programs will impact on life term of asset.	Improved planning and maintenance of assets to increase useful life.

Other capital expenditure – including purchases for information technology, fleet and plant.

Challenges/risks	Planning Assumptions
Fluctuation in price of plant assets	Plant replacement program based on lifetime costs of assets. Improved utilization of assets and group purchasing.

Borrowing costs

Challenges/risks	Planning Assumptions
Ensure Council maintains a sustainable debt ratio	Aiming at 2-3% debt ratio. Generational equity

Section 3: Financial Projections

As part of the Integrated Planning and Reporting Process Council was required to plan and model for three various scenarios being, Conservative, Planned and Optimistic. For each of these three scenarios Council has prepared and attached the following Financial Reports

- Projected Income Statement
- Projected Statement of Cash Flows
- Projected Balance Sheet

The financial assumptions used in the preparation of the planned scenario model have been listed previously in this document. The assumptions utilised in the preparation of the other two scenario models are as follows below

Conservative Scenario

Income

- Income from rates and user charges increasing annually at an average of 1.5%
- Grant fund income increasing by an average of 1% annually
- Interest on Investment revenue at an average of 2%.

Expenditure

- Wages and other associated employee costs increasing at an average of 4.0% annually
- Raw materials and contracts increasing at an average annual rate of 4%
- Utilities expenses such as phone, electricity and insurance increase at an average 5% annually.

Optimistic Scenario

Income

- Income from rates and annual charges increasing annually at an average of 5.0%
- Revenue from User fees and charges increasing at an average rate of 3% annually.
- An average annual increase in grant fund income of 3 %.
- Interest on Investment revenue at an average of 6 %.

Expenditure

- Wages and other associated employee costs increasing at an average of 2.5% annually
- Raw materials and contracts increasing at an average annual rate of 1.5%
- Utilities expenses such as phone, electricity and insurance increase at an average 2
- 2.5% annually.

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
INCOME STATEMENT - CONSOLIDATED										
Scenario: Conservative	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	6,087,480	6,198,291	6,311,643	6,427,612	6,524,024	6,621,885	6,721,214	6,822,033	6,924,363	7,028,226
User Charges & Fees	5,106,062	5,432,870	5,560,983	5,791,814	5,929,058	6,069,732	6,162,254	6,161,310	6,314,095	6,420,698
Interest & Investment Revenue	453,478	441,060	429,969	419,776	383,185	374,702	357,695	325,045	302,138	240,266
Other Revenues	28,100	28,100	28,240	28,384	38,531	38,932	38,932	38,932	38,932	38,932
Grants & Contributions provided for Operating Purposes	6,640,941	6,063,128	6,139,266	6,233,060	6,311,904	6,392,145	6,472,099	6,553,449	6,636,223	6,719,350
Grants & Contributions provided for Capital Purposes	1,823,500	2,093,000	-	-	-	-	-	-	-	-
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	20,139,561	20,256,449	18,470,101	18,900,646	19,186,702	19,497,396	19,752,194	19,900,769	20,215,751	20,447,472
Expenses from Continuing Operations										
Employee Benefits & On-Costs	5,920,113	6,134,677	6,378,584	6,632,207	6,915,932	7,170,162	7,449,862	7,740,731	8,043,220	8,357,788
Borrowing Costs	7,597	10,562	13,208	10,880	8,513	7,552	6,548	5,499	4,404	3,261
Materials & Contracts	5,796,450	6,022,111	6,208,099	6,557,383	6,869,907	7,144,067	7,425,863	7,691,753	8,034,063	7,976,251
Depreciation & Amortisation	5,446,096	5,482,678	5,520,174	5,558,608	5,598,003	5,638,382	5,679,771	5,722,195	5,722,195	5,722,195
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,101,574	1,134,022	1,167,545	1,202,178	1,237,961	1,274,941	1,314,190	1,354,746	1,396,657	1,439,973
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,271,830	18,784,050	19,287,610	19,961,256	20,630,316	21,235,104	21,876,234	22,514,924	23,200,539	23,499,468
Operating Result from Continuing Operations	1,867,731	1,472,399	(817,509)	(1,060,610)	(1,443,614)	(1,737,708)	(2,124,040)	(2,614,155)	(2,984,788)	(3,051,996)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,867,731	1,472,399	(817,509)	(1,060,610)	(1,443,614)	(1,737,708)	(2,124,040)	(2,614,155)	(2,984,788)	(3,051,996)
Net Operating Result before Grants and Contributions provided for Capital Purposes	44,231	(620,601)	(817,509)	(1,060,610)	(1,443,614)	(1,737,708)	(2,124,040)	(2,614,155)	(2,984,788)	(3,051,996)

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
BALANCE SHEET - CONSOLIDATED										
Scenario: Conservative										
	2017/18	2018/19	2019/20	2020/21	Projected Years					
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	15,870,927	14,884,962	14,488,443	13,165,741	11,430,619	9,565,866	7,217,019	4,912,484	2,962,512	-
Investments	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	1,771,297	-	-
Receivables	1,449,018	1,497,382	1,451,135	1,495,009	1,515,225	1,534,451	1,552,104	1,537,491	1,558,646	1,582,720
Inventories	848,010	872,995	878,066	908,020	934,202	956,544	979,447	1,000,652	1,029,007	1,018,795
Other	24,050	25,207	25,535	26,905	28,121	29,182	30,274	31,299	32,628	32,352
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	20,692,004	19,780,546	19,343,180	18,095,676	16,408,167	14,586,043	12,278,844	9,253,223	5,582,793	2,633,867
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	411,814	425,363	434,642	446,919	454,944	463,124	471,530	476,237	484,975	492,597
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	278,180,552	280,707,087	280,171,341	280,373,275	280,641,254	280,745,862	280,948,319	281,388,925	282,107,090	282,473,262
Investments Accounted for using the equity method	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	278,641,366	281,181,450	280,654,983	280,869,194	281,145,198	281,257,986	281,468,849	281,914,162	282,641,065	283,014,859
TOTAL ASSETS	299,333,370	300,961,996	299,998,163	298,964,871	297,553,365	295,844,029	293,747,693	291,167,385	288,223,858	285,648,726
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	509,327
Payables	1,697,134	1,671,052	1,585,921	1,675,313	1,729,082	1,780,076	1,831,406	1,889,927	1,956,958	1,951,408
Borrowings	46,179	61,193	62,075	21,660	22,622	23,626	24,674	25,769	26,913	28,108
Provisions	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,681,161	3,670,092	3,585,843	3,634,821	3,689,551	3,741,549	3,793,928	3,853,544	3,921,719	4,426,690
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	82,669	249,966	187,891	166,230	143,609	119,983	95,308	69,539	42,626	14,518
Provisions	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	174,822	342,118	280,043	258,383	235,761	212,135	187,461	161,691	134,778	106,671
TOTAL LIABILITIES	3,855,983	4,012,210	3,865,886	3,893,204	3,925,312	3,953,684	3,981,389	4,015,236	4,056,497	4,533,361
Net Assets	295,477,387	296,949,786	296,132,277	295,071,667	293,628,053	291,890,345	289,766,305	287,152,149	284,167,361	281,115,365
EQUITY										
Retained Earnings	169,373,387	170,845,786	170,028,277	168,967,667	167,524,053	165,786,345	163,662,305	161,048,149	158,063,361	155,011,365
Revaluation Reserves	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000
Council Equity Interest	295,477,387	296,949,786	296,132,277	295,071,667	293,628,053	291,890,345	289,766,305	287,152,149	284,167,361	281,115,365
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	295,477,387	296,949,786	296,132,277	295,071,667	293,628,053	291,890,345	289,766,305	287,152,149	284,167,361	281,115,365

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Conservative										
	2017/18	2018/19	2019/20	2020/21	Projected Years					
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	6,044,758	6,188,885	6,301,967	6,417,657	6,517,035	6,614,791	6,714,013	6,814,724	6,916,945	7,020,697
User Charges & Fees	5,069,463	5,368,970	5,536,486	5,744,616	5,903,411	6,043,445	6,134,780	6,164,285	6,285,229	6,401,490
Interest & Investment Revenue Received	457,757	444,711	430,890	425,607	391,252	384,344	370,006	341,924	312,367	238,807
Grants & Contributions	8,469,426	8,164,563	6,194,351	6,230,516	6,309,769	6,389,972	6,469,935	6,551,247	6,633,983	6,717,101
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	36,771	33,411	45,987	29,977	40,573	41,014	37,556	40,966	41,079	41,112
Payments:										
Employee Benefits & On-Costs	(5,918,060)	(6,228,743)	(6,378,584)	(6,632,207)	(6,915,932)	(7,170,162)	(7,449,862)	(7,740,731)	(8,043,220)	(8,357,788)
Materials & Contracts	(5,820,879)	(5,993,738)	(6,194,077)	(6,532,047)	(6,845,763)	(7,121,125)	(7,402,040)	(7,668,156)	(8,006,804)	(7,965,289)
Borrowing Costs	(7,597)	(10,562)	(13,208)	(10,880)	(8,513)	(7,552)	(6,548)	(5,499)	(4,404)	(3,261)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,102,247)	(1,133,448)	(1,167,382)	(1,201,498)	(1,237,357)	(1,274,415)	(1,313,648)	(1,354,237)	(1,395,998)	(1,440,110)
Net Cash provided (or used in) Operating Activities	7,229,392	6,834,049	4,756,430	4,471,741	4,154,475	3,900,313	3,554,192	3,144,523	2,739,177	2,652,759
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	728,703	1,771,297	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,492,483)	(8,052,324)	(5,141,757)	(5,782,368)	(5,917,936)	(5,792,445)	(5,879,412)	(6,153,087)	(6,434,677)	(6,097,685)
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	(8,442,483)	(8,002,324)	(5,091,757)	(5,732,368)	(5,867,936)	(5,742,445)	(5,879,412)	(5,424,384)	(4,663,379)	(6,097,685)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	238,100	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(50,545)	(55,790)	(61,193)	(62,075)	(21,660)	(22,622)	(23,626)	(24,674)	(25,769)	(26,913)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(50,545)	182,310	(61,193)	(62,075)	(21,660)	(22,622)	(23,626)	(24,674)	(25,769)	(26,913)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,263,636)	(985,965)	(396,519)	(1,322,702)	(1,735,122)	(1,864,754)	(2,348,846)	(2,304,535)	(1,949,972)	(3,471,840)
plus: Cash, Cash Equivalents & Investments - beginning of year	17,134,563	15,870,927	14,884,962	14,488,443	13,165,741	11,430,619	9,565,866	7,217,019	4,912,484	2,962,512
Cash & Cash Equivalents - end of the year	15,870,927	14,884,962	14,488,443	13,165,741	11,430,619	9,565,866	7,217,019	4,912,484	2,962,512	(509,327)
Cash & Cash Equivalents - end of the year	15,870,927	14,884,962	14,488,443	13,165,741	11,430,619	9,565,866	7,217,019	4,912,484	2,962,512	(509,327)
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	1,771,297	-	-
Cash, Cash Equivalents & Investments - end of the year	18,370,927	17,384,962	16,988,443	15,665,741	13,930,619	12,065,866	9,717,019	6,683,781	2,962,512	(509,327)
Representing:										
- External Restrictions	7,461,917	7,244,622	7,083,057	6,929,957	6,587,738	6,377,707	6,087,240	5,767,484	5,313,537	4,911,457
- Internal Restrictions	7,869,980	8,216,530	8,307,190	8,385,350	8,532,630	8,679,910	8,827,190	8,974,470	9,121,750	9,269,030
- Unrestricted	3,039,030	1,923,811	1,598,196	350,435	(1,189,749)	(2,991,751)	(5,197,411)	(8,058,173)	(11,472,775)	(14,689,814)
	18,370,927	17,384,962	16,988,443	15,665,741	13,930,619	12,065,866	9,717,019	6,683,781	2,962,512	(509,327)

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
INCOME STATEMENT - CONSOLIDATED										
Scenario: Planned	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	6,176,732	6,335,907	6,500,129	6,669,598	6,820,963	6,975,893	7,134,478	7,296,808	7,462,973	7,633,069
User Charges & Fees	5,125,732	5,453,174	5,581,787	5,812,973	5,950,748	6,091,963	6,183,305	6,182,887	6,336,212	6,443,368
Interest & Investment Revenue	582,509	590,740	596,785	628,520	814,609	895,227	990,007	1,011,189	1,057,817	1,059,516
Other Revenues	28,100	28,100	28,240	28,384	38,531	38,932	38,932	38,932	38,932	38,932
Grants & Contributions provided for Operating Purposes	6,640,941	6,063,128	6,139,266	6,233,060	6,311,904	6,392,145	6,472,099	6,553,449	6,636,223	6,719,350
Grants & Contributions provided for Capital Purposes	1,823,500	2,093,000	-	-	-	-	-	-	-	-
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	20,377,514	20,564,049	18,846,207	19,372,535	19,936,755	20,394,160	20,818,821	21,083,265	21,532,157	21,894,235
Expenses from Continuing Operations										
Employee Benefits & On-Costs	5,837,107	5,963,762	6,114,123	6,268,296	6,446,374	6,588,451	6,749,181	6,913,928	7,082,794	7,255,881
Borrowing Costs	7,597	10,562	13,208	10,880	8,513	7,552	6,548	5,499	4,404	3,261
Materials & Contracts	5,702,468	5,836,789	5,925,800	6,174,616	6,380,664	6,543,430	6,709,583	6,854,005	7,061,311	6,860,557
Depreciation & Amortisation	5,446,096	5,482,678	5,520,174	5,558,608	5,598,003	5,638,382	5,679,771	5,722,195	5,722,195	5,722,195
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,095,888	1,122,253	1,149,278	1,176,978	1,205,366	1,234,468	1,265,330	1,296,961	1,329,385	1,362,617
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,089,156	18,416,044	18,722,583	19,189,378	19,638,920	20,012,283	20,410,413	20,792,588	21,200,089	21,204,511
Operating Result from Continuing Operations	2,288,358	2,148,005	123,624	183,157	297,835	381,877	408,408	290,677	332,068	689,724
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,288,358	2,148,005	123,624	183,157	297,835	381,877	408,408	290,677	332,068	689,724
Net Operating Result before Grants and Contributions provided for Capital Purposes	464,858	55,005	123,624	183,157	297,835	381,877	408,408	290,677	332,068	689,724

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
BALANCE SHEET - CONSOLIDATED										
Scenario: Planned	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	16,276,326	15,951,176	16,477,348	16,377,523	16,359,705	16,587,532	16,740,863	16,579,405	16,148,330	16,399,536
Investments	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	1,454,458	1,509,475	1,471,584	1,525,747	1,558,956	1,593,475	1,629,029	1,634,575	1,668,515	1,696,627
Inventories	840,467	858,173	855,520	877,514	895,263	908,812	922,628	934,307	951,966	930,427
Other	23,718	24,554	24,541	25,559	26,401	27,071	27,760	28,361	29,215	28,438
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,094,970	20,843,379	21,328,993	21,306,343	21,340,326	21,616,890	21,820,279	21,676,649	21,298,025	21,555,028
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	415,722	432,703	445,594	461,674	473,628	485,904	498,575	507,725	521,089	533,525
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	278,180,552	280,707,087	280,171,341	280,373,275	280,641,254	280,745,862	280,948,319	281,388,925	282,107,090	282,473,262
Investments Accounted for using the equity method	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	278,645,274	281,188,790	280,665,935	280,883,949	281,163,882	281,280,766	281,495,894	281,945,650	282,677,179	283,055,787
TOTAL ASSETS	299,740,244	302,032,169	301,994,928	302,190,292	302,504,208	302,897,656	303,316,174	303,622,299	303,975,204	304,610,815
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,683,381	1,644,991	1,545,320	1,619,601	1,657,343	1,691,536	1,725,271	1,765,394	1,812,001	1,784,801
Borrowings	46,179	61,193	62,075	21,660	22,622	23,626	24,674	25,769	26,913	28,108
Provisions	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,667,408	3,644,032	3,545,242	3,579,109	3,617,812	3,653,009	3,687,793	3,729,011	3,776,762	3,750,756
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	82,669	249,966	187,891	166,230	143,609	119,983	95,308	69,539	42,626	14,518
Provisions	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	174,822	342,118	280,043	258,383	235,761	212,135	187,461	161,691	134,778	106,671
TOTAL LIABILITIES	3,842,230	3,986,150	3,825,286	3,837,492	3,853,573	3,865,144	3,875,254	3,890,703	3,911,540	3,857,426
Net Assets	295,898,014	298,046,019	298,169,643	298,352,800	298,650,635	299,032,512	299,440,920	299,731,596	300,063,664	300,753,388
EQUITY										
Retained Earnings	169,794,014	171,942,019	172,065,643	172,248,800	172,546,635	172,928,512	173,336,920	173,627,596	173,959,664	174,649,388
Revaluation Reserves	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000
Council Equity Interest	295,898,014	298,046,019	298,169,643	298,352,800	298,650,635	299,032,512	299,440,920	299,731,596	300,063,664	300,753,388
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	295,898,014	298,046,019	298,169,643	298,352,800	298,650,635	299,032,512	299,440,920	299,731,596	300,063,664	300,753,388

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Planned										
	2017/18	2018/19	2019/20	2020/21	Projected Years					
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	6,127,970	6,320,298	6,483,889	6,652,699	6,806,821	6,961,339	7,119,500	7,281,393	7,447,109	7,616,742
User Charges & Fees	5,089,133	5,389,274	5,567,290	5,765,775	5,925,101	6,066,076	6,155,831	6,185,862	6,307,346	6,424,160
Interest & Investment Revenue Received	583,479	590,509	592,302	627,204	812,905	892,942	987,929	1,011,572	1,059,083	1,068,003
Grants & Contributions	8,469,426	8,164,663	6,194,351	6,230,516	6,309,769	6,389,972	6,469,935	6,551,247	6,633,983	6,717,101
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	39,050	34,181	46,779	30,790	41,430	41,906	38,371	41,928	42,078	42,151
Payments:										
Employee Benefits & On-Costs	(5,836,411)	(6,056,471)	(6,114,123)	(6,268,296)	(6,446,374)	(6,588,451)	(6,749,181)	(6,913,928)	(7,082,794)	(7,255,881)
Materials & Contracts	(5,733,534)	(5,815,090)	(5,918,875)	(6,156,718)	(6,364,414)	(6,528,803)	(6,694,479)	(6,839,608)	(7,044,069)	(6,860,206)
Borrowing Costs	(7,597)	(10,562)	(13,208)	(10,880)	(8,513)	(7,552)	(6,548)	(5,499)	(4,404)	(3,261)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,096,725)	(1,121,838)	(1,149,284)	(1,176,473)	(1,204,948)	(1,234,135)	(1,264,988)	(1,296,662)	(1,328,961)	(1,363,003)
Net Cash provided (or used in) Operating Activities	7,634,791	7,494,864	5,679,121	5,694,618	5,871,778	5,992,894	6,056,370	6,016,303	6,029,371	6,375,806
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,492,483)	(8,052,324)	(5,141,757)	(5,782,368)	(5,917,936)	(5,792,445)	(5,879,412)	(6,153,087)	(6,434,677)	(6,097,685)
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	(8,442,483)	(8,002,324)	(5,091,757)	(5,732,368)	(5,867,936)	(5,742,445)	(5,879,412)	(6,153,087)	(6,434,677)	(6,097,685)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	238,100	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(50,545)	(55,790)	(61,193)	(62,075)	(21,660)	(22,622)	(23,626)	(24,674)	(25,769)	(26,913)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(50,545)	182,310	(61,193)	(62,075)	(21,660)	(22,622)	(23,626)	(24,674)	(25,769)	(26,913)
Net Increase/(Decrease) in Cash & Cash Equivalents	(858,237)	(325,150)	526,172	(99,825)	(17,819)	227,827	153,331	(161,458)	(431,075)	251,206
plus: Cash, Cash Equivalents & Investments - beginning of year	17,134,563	16,276,326	15,951,176	16,477,348	16,377,523	16,369,705	16,587,532	16,740,863	16,579,405	16,148,330
Cash & Cash Equivalents - end of the year	16,276,326	15,951,176	16,477,348	16,377,523	16,359,705	16,587,532	16,740,863	16,579,405	16,148,330	16,399,536
Cash & Cash Equivalents - end of the year	16,276,326	15,951,176	16,477,348	16,377,523	16,359,705	16,587,532	16,740,863	16,579,405	16,148,330	16,399,536
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Cash, Cash Equivalents & Investments - end of the year	18,776,326	18,451,176	18,977,348	18,877,523	18,859,705	19,087,532	19,240,863	19,079,405	18,648,330	18,899,536
Representing:										
- External Restrictions	7,566,113	7,506,979	7,541,158	7,625,237	7,624,321	7,809,547	7,957,614	8,132,263	8,242,878	8,585,504
- Internal Restrictions	7,869,980	8,216,530	8,307,190	8,385,350	8,532,630	8,679,910	8,827,190	8,974,470	9,121,750	9,269,030
- Unrestricted	3,340,233	2,727,667	3,129,000	2,866,936	2,702,753	2,598,075	2,456,059	1,972,673	1,283,702	1,045,002
	18,776,326	18,451,176	18,977,348	18,877,523	18,859,705	19,087,532	19,240,863	19,079,405	18,648,330	18,899,536

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
INCOME STATEMENT - CONSOLIDATED										
Scenario: Optimistic	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	6,176,732	6,335,907	6,500,129	6,669,598	6,820,963	6,975,893	7,134,478	7,296,808	7,462,973	7,633,069
User Charges & Fees	5,110,601	5,437,551	5,565,801	5,796,739	5,934,107	6,074,906	6,167,210	6,166,388	6,319,299	6,426,034
Interest & Investment Revenue	1,223,997	1,190,147	1,207,322	1,221,874	1,222,709	1,234,535	1,251,659	1,257,493	1,246,897	1,252,087
Other Revenues	28,100	28,100	28,240	28,384	38,531	38,932	38,932	38,932	38,932	38,932
Grants & Contributions provided for Operating Purposes	6,641,069	6,063,388	6,139,666	6,233,606	6,312,606	6,393,010	6,473,135	6,554,664	6,637,627	6,720,952
Grants & Contributions provided for Capital Purposes	1,823,500	2,093,000	-	-	-	-	-	-	-	-
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	21,003,999	21,148,093	19,441,158	19,950,201	20,328,916	20,717,276	21,065,414	21,314,285	21,705,728	22,071,074
Expenses from Continuing Operations										
Employee Benefits & On-Costs	5,835,475	5,960,588	6,109,340	6,261,834	6,438,160	6,578,410	6,737,235	6,899,994	7,066,790	7,237,720
Borrowing Costs	7,597	10,562	13,208	10,880	8,513	7,552	6,548	5,499	4,404	3,261
Materials & Contracts	5,691,265	5,814,572	5,892,133	6,129,048	6,322,734	6,472,663	6,625,481	6,756,068	6,949,013	6,733,360
Depreciation & Amortisation	5,446,096	5,482,678	5,520,174	5,558,608	5,598,003	5,638,382	5,679,771	5,722,195	5,722,195	5,722,195
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,095,823	1,122,120	1,149,074	1,176,701	1,205,013	1,234,036	1,264,817	1,296,363	1,328,699	1,361,839
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,076,256	18,390,520	18,683,929	19,137,071	19,572,423	19,931,043	20,313,852	20,680,119	21,071,101	21,058,375
Operating Result from Continuing Operations	2,927,743	2,757,573	757,229	813,130	756,493	786,233	751,562	634,166	634,627	1,012,699
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,927,743	2,757,573	757,229	813,130	756,493	786,233	751,562	634,166	634,627	1,012,699
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,104,243	664,573	757,229	813,130	756,493	786,233	751,562	634,166	634,627	1,012,699

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
BALANCE SHEET - CONSOLIDATED										
Scenario: Optimistic										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	16,911,138	17,192,349	18,348,905	18,875,990	19,314,744	19,945,213	20,440,643	20,621,679	20,492,456	21,065,324
Investments	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	1,457,500	1,515,312	1,480,219	1,537,015	1,571,858	1,607,622	1,643,834	1,649,874	1,683,998	1,712,884
Inventories	840,374	857,988	855,239	877,132	894,778	908,218	921,922	933,486	951,023	929,359
Other	23,718	24,554	24,541	25,559	26,401	27,071	27,760	28,361	29,215	28,438
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,732,731	22,090,204	23,208,904	23,815,696	24,307,781	24,988,125	25,534,159	25,733,400	25,656,693	26,236,005
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	415,825	432,809	445,707	461,793	473,750	486,028	498,703	507,856	521,223	533,662
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	278,180,552	280,707,087	280,171,341	280,373,275	280,641,254	280,745,862	280,948,319	281,388,925	282,107,090	282,473,262
Investments Accounted for using the equity method	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	278,645,377	281,188,896	280,666,048	280,884,068	281,164,004	281,280,890	281,496,022	281,945,781	282,677,313	283,055,924
TOTAL ASSETS	300,378,108	303,279,100	303,874,952	304,699,763	305,471,785	306,269,015	307,030,181	307,679,180	308,334,005	309,291,929
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,681,861	1,642,970	1,542,785	1,616,542	1,653,731	1,687,350	1,720,580	1,760,087	1,806,055	1,778,193
Borrowings	46,179	61,193	62,075	21,660	22,622	23,626	24,674	25,769	26,913	28,108
Provisions	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847	1,937,847
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,665,888	3,642,010	3,542,708	3,576,050	3,614,200	3,648,823	3,683,101	3,723,704	3,770,816	3,744,148
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	82,669	249,966	187,891	166,230	143,609	119,983	95,308	69,539	42,626	14,518
Provisions	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153	92,153
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	174,822	342,118	280,043	258,383	235,761	212,135	187,461	161,691	134,778	106,671
TOTAL LIABILITIES	3,840,709	3,984,128	3,822,751	3,834,433	3,849,961	3,860,958	3,870,562	3,885,396	3,905,594	3,850,819
Net Assets	296,537,399	299,294,972	300,052,201	300,865,331	301,621,824	302,408,057	303,159,619	303,793,784	304,428,411	305,441,110
EQUITY										
Retained Earnings	170,433,399	173,190,972	173,948,201	174,761,331	175,517,824	176,304,057	177,055,619	177,689,784	178,324,411	179,337,110
Revaluation Reserves	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000	126,104,000
Council Equity Interest	296,537,399	299,294,972	300,052,201	300,865,331	301,621,824	302,408,057	303,159,619	303,793,784	304,428,411	305,441,110
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	296,537,399	299,294,972	300,052,201	300,865,331	301,621,824	302,408,057	303,159,619	303,793,784	304,428,411	305,441,110

Coonamble Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Optimistic										
	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	6,127,970	6,320,298	6,483,889	6,652,699	6,806,821	6,961,339	7,119,500	7,281,393	7,447,109	7,616,742
User Charges & Fees	5,073,732	5,373,644	5,541,288	5,749,524	5,908,453	6,048,611	6,139,728	6,169,355	6,290,425	6,406,816
Interest & Investment Revenue Received	1,222,092	1,187,126	1,200,050	1,217,935	1,219,376	1,231,010	1,248,927	1,257,388	1,247,984	1,249,806
Grants & Contributions	8,469,553	8,164,823	6,194,751	6,231,062	6,310,471	6,390,837	6,470,970	6,552,462	6,635,386	6,718,702
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	38,029	34,148	46,753	30,772	41,403	41,878	38,433	41,900	42,050	42,122
Payments:										
Employee Benefits & On-Costs	(5,834,779)	(6,053,297)	(6,109,340)	(6,261,834)	(6,438,160)	(6,578,410)	(6,737,235)	(6,899,994)	(7,066,790)	(7,237,720)
Materials & Contracts	(5,722,738)	(5,793,249)	(5,885,598)	(6,111,556)	(6,306,905)	(6,458,474)	(6,610,832)	(6,742,143)	(6,932,261)	(6,733,517)
Borrowing Costs	(7,597)	(10,562)	(13,208)	(10,880)	(8,513)	(7,552)	(6,548)	(5,499)	(4,404)	(3,261)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,096,660)	(1,121,705)	(1,149,080)	(1,176,196)	(1,204,595)	(1,233,703)	(1,264,475)	(1,296,064)	(1,328,275)	(1,362,225)
Net Cash provided (or used in) Operating Activities	8,269,603	8,101,225	6,309,505	6,321,527	6,328,350	6,395,536	6,398,468	6,358,797	6,331,223	6,697,466
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,492,483)	(8,052,324)	(5,141,757)	(5,782,368)	(5,917,936)	(5,792,445)	(5,879,412)	(6,153,087)	(6,434,677)	(6,097,685)
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	(8,442,483)	(8,002,324)	(5,091,757)	(5,732,368)	(5,867,936)	(5,742,445)	(5,879,412)	(6,153,087)	(6,434,677)	(6,097,685)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	238,100	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(50,545)	(55,790)	(61,193)	(62,075)	(21,660)	(22,622)	(23,626)	(24,674)	(25,769)	(26,913)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(50,545)	182,310	(61,193)	(62,075)	(21,660)	(22,622)	(23,626)	(24,674)	(25,769)	(26,913)
Net Increase/(Decrease) in Cash & Cash Equivalents	(223,425)	281,212	1,156,556	527,085	438,754	630,470	495,430	181,036	(129,223)	572,868
plus: Cash, Cash Equivalents & Investments - beginning of year	17,134,563	16,911,138	17,192,349	18,348,905	18,875,990	19,314,744	19,945,213	20,440,643	20,621,679	20,492,456
Cash & Cash Equivalents - end of the year	16,911,138	17,192,349	18,348,905	18,875,990	19,314,744	19,945,213	20,440,643	20,621,679	20,492,456	21,065,324
Cash & Cash Equivalents - end of the year	16,911,138	17,192,349	18,348,905	18,875,990	19,314,744	19,945,213	20,440,643	20,621,679	20,492,456	21,065,324
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Cash, Cash Equivalents & Investments - end of the year	19,411,138	19,692,349	20,848,905	21,375,990	21,814,744	22,445,213	22,940,643	23,121,679	22,992,456	23,565,324
Representing:										
- External Restrictions	7,771,657	7,899,476	8,144,976	8,461,681	8,671,522	9,072,695	9,464,057	9,907,756	10,292,975	10,842,485
- Internal Restrictions	7,869,980	8,216,530	8,307,190	8,385,350	8,532,630	8,679,910	8,827,190	8,974,470	9,121,750	9,269,030
- Unrestricted	3,769,501	3,576,343	4,396,740	4,528,959	4,610,592	4,692,608	4,649,396	4,239,453	3,577,731	3,453,809
	19,411,138	19,692,349	20,848,905	21,375,990	21,814,744	22,445,213	22,940,643	23,121,679	22,992,456	23,565,324

Section 4: Achieving financial sustainability

The strategic aim of Council is to maintain financial sustainability while continuing to deliver services in response to community need. In addition, Council will work to generate additional funding required to address community service priorities and provide Council assets.

Council's objectives for achieving financial sustainability are:

- a) Maintain an appropriate working capital balance
- b) Maintain a reliable revenue source from rates
- c) Maintain an appropriate cash reserve balance
- e) Maintain debt at a sustainable level
- f) Managing business unit effectiveness

Strategies to achieve these objectives include:

- Exploring special variations to rates & annual charges
- Managing employment costs
- Maximising profitability of Quarry operations

Section 5: Plan Monitoring and Review

The Integrated Planning & Reporting guidelines outline the process for reviewing and updating the LTFP. LTFP must be updated at least annually as part of the development of the Operational Plan and be reviewed in detail as part of the four yearly review of the Community Strategic Plan. Each review will consider how Council can maintain financial sustainability while also achieving the community's ideas and aspirations for the future. The following questions will be investigated:

- Can we survive the pressures of the future?
- Can we afford to provide what the community needs and wants?
- Are we meeting Key Performance Indicators set by Council and the State Government represented such as the two examples represented graphically below

