



Coonamble Shire Council

Long Term Financial Plan

2012/13 – 2022/23

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
----------------------------------	----

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 2012- 2022
- 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 2012/13 – 2022/23
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).

Section 2: Planning Assumptions, Sensitivities and Risks

Service Levels

The following general service level assumptions have been made:

- Council will continue to be responsible for providing the current range of services, however levels of service may not remain the same as a response to financial challenges.
- The location and quantity of assets may not remain the same, as a response to financial challenges.
- The current practices of condition based maintenance will continue.

Workforce Levels

- Human Resource levels have been assumed to remain the same. Future workforce levels and organisational structure may alter to reflect the changing needs and financial position of Council

Population Growth

- Due to a declining and ageing population factors there is unlikely to be a significant growth in rate revenue or additional revenue.

Economic Growth

- Minimal increased economic activity is assumed for Coonamble Shire over the projected ten year period.

Inflation/ Consumer Price Index (CPI) Forecasts

- The CIP figures used in financial modelling are as follows:

Consumer Price Index										
Year	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22
%	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5

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 5-6% over 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 3-4% 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 3% 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 a 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 2%
- 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 4.5% annually
- Raw materials and contracts increasing at an average annual rate of 5%
- Utilities expenses such as phone, electricity and insurance increase at an average 15% annually.

Optimistic Scenario

Income

- Income from rates and annual charges increasing annually at an average of 5.7%
- 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 7%.

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 2%
- Utilities expenses such as phone, electricity and insurance increase at an average 5% annually.

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2022												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Conservative	Projected Years											
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,257,710	5,369,026	5,482,877	5,599,328	5,718,448	5,840,307	5,964,977	6,092,535	6,223,056	6,356,621		
User Charges & Fees	3,171,550	3,185,427	3,199,582	3,214,020	3,228,747	3,243,769	3,259,090	3,274,719	3,290,659	3,306,919		
Interest & Investment Revenue	938,160	929,487	919,837	909,145	901,377	905,001	908,327	911,326	913,967	916,217		
Other Revenues	4,909,230	5,014,830	5,124,654	5,238,871	5,357,657	5,481,194	5,609,672	5,743,290	5,882,252	6,026,773		
Grants & Contributions provided for Operating Purposes	4,636,905	4,649,961	4,663,148	4,676,466	4,689,918	4,703,504	4,717,226	4,731,085	4,745,083	4,759,221		
Grants & Contributions provided for Capital Purposes	2,884,890	3,955,490	3,955,490	655,490	655,490	655,490	655,490	655,490	655,490	655,490		
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-		
Total Income from Continuing Operations	21,796,445	23,104,222	23,345,588	20,293,320	20,551,636	20,829,264	21,114,783	21,408,445	21,710,508	22,021,241		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	5,689,580	5,934,361	6,190,157	6,457,464	6,736,800	7,028,706	7,333,748	7,652,517	7,985,630	8,333,733		
Borrowing Costs	110,864	209,657	306,486	280,733	297,366	245,280	232,432	217,333	202,531	186,642		
Materials & Contracts	9,604,320	10,278,493	10,772,117	11,288,901	11,829,956	12,396,449	12,989,603	13,610,703	14,261,093	14,942,186		
Depreciation & Amortisation	5,173,031	5,183,707	5,194,490	5,205,380	5,216,380	5,227,489	5,238,710	5,250,043	5,261,489	5,273,049		
Impairment	-	-	-	-	-	-	-	-	-	-		
Other Expenses	999,980	1,017,419	1,075,916	1,142,196	1,213,663	1,290,857	1,374,387	1,464,941	1,563,299	1,670,341		
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-		
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	21,577,775	22,623,637	23,539,166	24,374,675	25,254,155	26,188,781	27,168,880	28,195,537	29,274,042	30,405,951		
Operating Result from Continuing Operations	220,670	480,584	(193,578)	(4,081,354)	(4,702,518)	(5,359,517)	(6,054,097)	(6,787,093)	(7,563,534)	(8,384,710)		
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-		
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-		
Net Operating Result for the Year	220,670	480,584	(193,578)	(4,081,354)	(4,702,518)	(5,359,517)	(6,054,097)	(6,787,093)	(7,563,534)	(8,384,710)		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,664,220)	(3,474,906)	(4,149,068)	(4,736,844)	(5,358,008)	(6,015,007)	(6,709,587)	(7,442,583)	(8,219,024)	(9,040,200)		

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2022
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Conservative

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	5,236,778	5,359,800	5,473,344	5,689,476	5,708,265	5,829,779	5,954,090	6,081,274	6,211,408	6,344,587
User Charges & Fees	3,439,364	3,180,405	3,194,460	3,208,796	3,223,418	3,238,333	3,253,446	3,269,063	3,284,891	3,301,035
Interest & Investment Revenue Received	926,778	935,241	941,838	943,147	930,417	943,850	957,044	970,439	984,059	997,908
Grants & Contributions	7,652,398	8,577,715	8,618,512	8,363,900	8,345,280	8,368,866	8,372,585	8,386,443	8,400,440	8,414,570
Bonds & Deposits Received										
Prize	5,027,766	4,877,099	5,105,569	5,182,236	5,336,549	5,458,992	5,586,325	5,718,738	5,856,436	5,999,827
Expense Benefits & On-Costs	(6,689,580)	(6,934,361)	(6,190,167)	(6,457,464)	(6,736,800)	(7,028,706)	(7,333,748)	(7,652,517)	(7,985,630)	(8,333,733)
Materials & Contracts	(8,614,683)	(10,276,323)	(10,765,683)	(11,281,935)	(11,822,489)	(12,388,434)	(12,980,988)	(13,601,422)	(14,251,050)	(14,931,383)
Borrowing Costs	(110,499)	(229,519)	(325,824)	(279,646)	(256,192)	(244,032)	(231,098)	(215,902)	(200,988)	(184,999)
Bonds & Deposits Refunded	(979,980)	(986,419)	(1,053,886)	(1,119,044)	(1,189,359)	(1,266,331)	(1,347,585)	(1,438,799)	(1,533,760)	(1,639,315)
Net Cash provided (or used in) Operating Activities	6,788,341	5,494,637	4,998,013	1,140,466	539,091	(96,656)	(769,824)	(1,480,682)	(2,234,226)	(3,031,697)
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	131,003	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	276,210	293,262	311,323	330,611	66,984	71,026	76,453	82,294	88,582	95,360
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,966,890)	(8,094,795)	(8,054,220)	(2,787,015)	(2,777,299)	(2,824,197)	(2,872,683)	(2,922,699)	(2,974,637)	(3,028,169)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Refunded Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(8,549,877)	(7,801,533)	(7,742,897)	(2,436,504)	(2,711,315)	(2,753,111)	(2,796,130)	(2,840,402)	(2,885,956)	(2,932,819)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	1,700,000	1,700,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(37,036)	(47,939)	(92,292)	(98,826)	(106,857)	(113,387)	(116,441)	(119,544)	(128,069)	(137,180)
Repayment of Finance Lease Liabilities	(276,269)	(293,261)	(311,322)	(330,674)	(66,984)	(71,026)	(76,453)	(82,294)	(88,582)	(95,364)
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(313,295)	1,358,800	1,296,416	(429,700)	(171,841)	(184,413)	(192,894)	(201,838)	(216,641)	(232,634)
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,074,931)	(948,099)	(1,448,468)	(1,726,738)	(2,344,069)	(3,034,179)	(3,768,848)	(4,522,929)	(5,336,822)	(6,197,051)
plus: Cash, Cash Equivalents & Investments - beginning of year	14,549,526	11,473,894	10,525,798	9,077,330	7,351,592	5,007,526	1,973,347	(1,785,501)	(6,308,424)	(11,645,246)
Cash & Cash Equivalents - end of the year	11,473,894	10,525,798	9,077,330	7,351,592	5,007,526	1,973,347	(1,785,501)	(6,308,424)	(11,645,246)	(17,842,297)
Cash & Cash Equivalents - end of the year	11,473,894	10,525,798	9,077,330	7,351,592	5,007,526	1,973,347	(1,785,501)	(6,308,424)	(11,645,246)	(17,842,297)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	11,473,894	10,525,798	9,077,330	7,351,592	5,007,526	1,973,347	(1,785,501)	(6,308,424)	(11,645,246)	(17,842,297)
Representing:										
- External Restrictions	4,492,595	4,614,235	4,921,366	5,179,589	5,179,066	5,166,535	5,122,635	5,074,845	5,005,613	4,913,046
- Internal Restrictions	4,344,071	4,142,441	3,937,620	4,056,049	4,172,478	4,289,907	4,407,336	4,524,765	4,642,194	4,759,623
- Unrestricted	2,637,228	1,769,122	218,344	(1,883,047)	(4,341,619)	(7,473,095)	(11,315,372)	(15,908,034)	(21,293,053)	(27,514,960)
	11,473,894	10,525,798	9,077,330	7,351,592	5,007,526	1,973,347	(1,785,501)	(6,308,424)	(11,645,246)	(17,842,297)

Cooramble Shire Council
10 Year Financial Plan for the Years ending 30 June 2022
BALANCE SHEET - CONSOLIDATED
Scenario: Conservative

	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
ASSETS										
Current Assets										
Cash & Cash Equivalents	10,073,894	9,125,798	7,677,330	5,951,592	3,607,526	573,347	-	-	-	-
Investments	2,990,305	2,728,159	2,404,398	2,026,697	1,941,886	1,842,538	1,728,283	1,598,165	1,451,167	1,286,206
Receivables	1,524,024	1,577,412	1,616,126	1,656,653	1,699,079	1,743,496	1,790,000	1,838,689	1,889,671	1,943,054
Inventories	105,561	111,949	116,982	122,298	127,884	133,753	139,924	146,415	153,245	160,434
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,693,785	13,543,318	11,814,837	9,757,240	7,376,375	4,293,135	3,658,207	3,583,269	3,494,082	3,389,694
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	255,338	259,453	263,620	267,839	272,109	276,430	280,801	285,220	289,688	294,204
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	182,766,867	185,677,955	188,537,685	186,099,320	183,660,239	181,256,887	178,890,760	176,563,413	174,276,462	172,031,582
Investments Accounted for using the equity method	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	183,083,205	185,998,408	188,862,305	186,428,158	183,993,348	181,594,317	179,232,560	176,909,634	174,627,150	172,386,785
TOTAL ASSETS	197,776,990	199,541,726	200,677,142	196,185,399	191,369,723	185,887,451	182,890,768	180,492,903	178,121,232	175,776,480
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,318,385	1,243,737	1,276,316	1,295,627	1,354,311	1,415,969	1,480,775	1,548,918	1,620,600	1,696,041
Borrowings	300,284	406,499	520,484	269,091	288,589	304,490	321,383	311,995	232,534	146,951
Provisions	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,238,539	3,270,105	3,416,669	3,184,588	3,262,770	3,340,328	6,607,529	11,189,207	16,518,251	22,705,159
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	1,160,111	2,412,696	3,595,127	3,416,819	3,225,480	3,025,166	2,815,379	2,622,929	2,485,749	2,338,798
Provisions	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,200,241	2,452,826	3,635,257	3,456,950	3,265,610	3,065,296	2,855,509	2,663,059	2,525,879	2,378,928
TOTAL LIABILITIES	4,438,780	5,722,932	7,051,926	6,641,537	6,528,380	6,405,625	9,463,038	13,852,266	19,044,130	25,084,087
Net Assets	193,338,210	193,818,794	193,625,216	189,543,861	184,841,343	179,481,827	173,427,729	166,640,637	159,077,103	150,692,392
EQUITY										
Retained Earnings	146,846,210	147,326,794	147,133,216	143,051,861	138,349,343	132,989,827	126,935,729	120,148,637	112,585,103	104,200,392
Revaluation Reserves	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000
Council Equity Interest	193,338,210	193,818,794	193,625,216	189,543,861	184,841,343	179,481,827	173,427,729	166,640,637	159,077,103	150,692,392
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	193,338,210	193,818,794	193,625,216	189,543,861	184,841,343	179,481,827	173,427,729	166,640,637	159,077,103	150,692,392

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2022												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Planned	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,257,710	5,444,014	5,611,648	5,784,527	5,962,818	6,146,696	6,336,340	6,531,935	6,733,673	6,941,753		
User Charges & Fees	3,171,550	3,216,335	3,261,952	3,308,420	3,355,760	3,403,992	3,453,139	3,503,221	3,554,261	3,606,283		
Interest & Investment Revenue	938,160	945,071	951,629	957,787	967,535	989,360	1,011,596	1,034,236	1,057,272	1,080,697		
Other Revenues	4,909,230	5,014,830	5,124,654	5,238,871	5,357,657	5,481,194	5,609,672	5,743,290	5,882,252	6,026,773		
Grants & Contributions provided for Operating Purposes	4,636,905	4,681,414	4,726,368	4,771,772	4,817,630	4,863,946	4,910,725	4,957,973	5,005,692	5,053,889		
Grants & Contributions provided for Capital Purposes	2,884,890	3,955,490	3,955,490	655,490	655,490	655,490	655,490	655,490	655,490	655,490		
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-		
Total Income from Continuing Operations	21,798,445	23,257,154	23,631,741	20,716,866	21,116,889	21,540,678	21,976,962	22,426,145	22,888,642	23,364,885		
Expenses from Continuing Operations												
Employee Benefits & On-Costs	5,689,580	5,866,366	6,048,898	6,222,865	6,402,051	6,586,613	6,776,711	6,972,512	7,174,188	7,381,913		
Borrowing Costs	110,864	209,657	306,486	280,733	287,366	245,280	232,432	217,333	202,531	186,642		
Materials & Contracts	9,604,320	10,092,435	10,363,275	10,641,739	10,928,050	11,222,438	11,525,140	11,836,402	12,156,474	12,485,615		
Depreciation & Amortisation	5,173,031	5,183,707	5,194,490	5,205,380	5,216,380	5,227,489	5,238,710	5,250,043	5,261,489	5,273,049		
Impairment	-	-	-	-	-	-	-	-	-	-		
Other Expenses	999,980	998,748	1,036,279	1,079,068	1,120,985	1,164,778	1,210,545	1,258,390	1,308,421	1,360,757		
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-		
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-		
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	21,577,775	22,350,914	22,949,428	23,429,786	23,924,822	24,446,598	24,983,538	25,534,680	26,103,102	26,687,976		
Operating Result from Continuing Operations	220,670	906,241	682,313	(2,712,919)	(2,807,933)	(2,905,919)	(3,006,576)	(3,108,535)	(3,214,461)	(3,323,091)		
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-		
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	220,670	906,241	682,313	(2,712,919)	(2,807,933)	(2,905,919)	(3,006,576)	(3,108,535)	(3,214,461)	(3,323,091)		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,664,220)	(3,049,249)	(3,273,177)	(3,368,409)	(3,463,423)	(3,561,409)	(3,662,066)	(3,764,025)	(3,869,951)	(3,978,581)		

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2022												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Planned												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	5,236,778	5,431,359	5,599,383	5,771,808	5,949,628	6,133,016	6,322,150	6,517,216	6,718,404	6,925,914		
User Charges & Fees	3,439,354	3,199,246	3,244,554	3,290,706	3,337,723	3,385,625	3,434,433	3,484,168	3,534,854	3,586,513		
Interest & Investment Revenue Received	926,778	942,814	960,323	969,678	989,327	993,412	1,017,442	1,041,939	1,066,889	1,092,287		
Grants & Contributions	7,552,398	8,608,863	8,661,424	5,458,894	5,472,677	5,518,959	5,565,764	5,613,006	5,660,721	5,708,914		
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-		
Other	5,027,755	4,877,941	5,106,703	5,183,826	5,338,626	5,461,600	5,589,499	5,722,521	5,860,870	6,004,759		
Payments:												
Employee Benefits & On-Costs	(5,689,580)	(5,866,366)	(6,048,898)	(6,222,865)	(6,402,051)	(6,586,613)	(6,776,711)	(6,972,512)	(7,174,188)	(7,381,913)		
Materials & Contracts	(9,614,663)	(10,091,344)	(10,359,375)	(10,637,380)	(10,923,740)	(11,217,948)	(11,520,462)	(11,831,526)	(12,151,380)	(12,480,314)		
Borrowing Costs	(110,499)	(229,519)	(325,824)	(279,646)	(256,192)	(244,032)	(231,096)	(215,902)	(200,988)	(184,999)		
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-		
Other	(979,980)	(978,148)	(1,015,061)	(1,057,214)	(1,098,475)	(1,141,593)	(1,185,664)	(1,233,792)	(1,283,086)	(1,334,661)		
Net Cash provided (or used in) Operating Activities	5,788,341	5,894,844	5,843,229	2,470,806	2,387,523	2,302,456	2,214,354	2,125,118	2,032,077	1,936,497		
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-		
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-		
Sale of Real Estate Assets	131,003	-	-	-	-	-	-	-	-	-		
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-		
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-		
Sale of Intangible Assets	276,210	293,262	311,323	330,511	65,984	71,026	76,453	82,294	88,582	95,350		
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-		
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-		
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-		
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-		
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-		
Purchase of Infrastructure, Property, Plant & Equipment	(8,956,890)	(8,061,725)	(7,987,741)	(2,666,622)	(2,648,019)	(2,664,686)	(2,681,631)	(2,698,861)	(2,716,381)	(2,734,197)		
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	-	-	-	-	-	-	-	-	-	-		
Net Cash provided (or used in) Investing Activities	(8,549,677)	(7,768,463)	(7,676,418)	(2,336,111)	(2,582,034)	(2,593,660)	(2,605,178)	(2,616,567)	(2,627,799)	(2,638,847)		
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,700,000	1,700,000	-	-	-	-	-	-	-		
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-		
Payments:												
Repayment of Borrowings & Advances	(37,036)	(47,939)	(92,262)	(98,826)	(105,857)	(113,387)	(116,441)	(119,544)	(128,059)	(137,180)		
Repayment of Finance Lease Liabilities	(276,259)	(293,261)	(311,322)	(330,874)	(65,984)	(71,026)	(76,453)	(82,294)	(88,582)	(95,354)		
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-		
Net Cash Flow provided (used in) Financing Activities	(313,295)	1,358,800	1,296,416	(429,700)	(171,841)	(184,413)	(192,894)	(201,858)	(216,641)	(232,534)		
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,074,631)	(514,819)	(536,773)	(295,005)	(366,352)	(475,617)	(583,718)	(693,288)	(812,363)	(934,885)		
plus: Cash, Cash Equivalents & Investments - beginning of year	14,548,525	11,473,894	10,959,075	10,422,302	10,127,297	9,760,945	9,285,329	8,701,611	8,008,323	7,195,960		
Cash & Cash Equivalents - end of the year	11,473,894	10,959,075	10,422,302	10,127,297	9,760,945	9,285,329	8,701,611	8,008,323	7,195,960	6,261,076		
Cash & Cash Equivalents - end of the year	11,473,894	10,959,075	10,422,302	10,127,297	9,760,945	9,285,329	8,701,611	8,008,323	7,195,960	6,261,076		
Investments - end of the year	-	-	-	-	-	-	-	-	-	-		
Cash, Cash Equivalents & Investments - end of the year	11,473,894	10,959,075	10,422,302	10,127,297	9,760,945	9,285,329	8,701,611	8,008,323	7,195,960	6,261,076		
Representing:												
- External Restrictions	4,492,595	4,644,364	5,016,246	5,377,042	5,516,802	5,681,872	5,878,120	6,108,379	6,367,587	6,656,881		
- Internal Restrictions	4,344,071	4,142,441	3,937,620	4,055,049	4,095,049	4,289,907	4,407,336	4,524,765	4,642,194	4,759,623		
- Unrestricted	2,637,228	2,172,270	1,468,436	695,206	71,665	(686,451)	(1,583,845)	(2,624,821)	(3,813,821)	(5,155,428)		
	11,473,894	10,959,075	10,422,302	10,127,297	9,760,945	9,285,329	8,701,611	8,008,323	7,195,960	6,261,076		

Cooramble Shire Council
10 Year Financial Plan for the Years ending 30 June 2022
BALANCE SHEET - CONSOLIDATED
 Scenario: Planned

	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
ASSETS										
Current Assets										
Cash & Cash Equivalents	10,073,894	9,559,075	9,022,302	8,727,297	8,360,945	7,885,329	7,301,611	6,608,323	5,795,960	4,861,076
Investments	2,990,305	2,747,852	2,449,798	2,104,822	2,060,094	2,008,635	1,950,546	1,885,369	1,812,621	1,731,786
Receivables	1,524,024	1,562,825	1,584,017	1,605,804	1,628,204	1,651,234	1,674,914	1,699,262	1,724,297	1,750,040
Inventories	105,561	110,085	112,886	115,806	118,799	121,861	125,028	128,290	131,653	135,119
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,693,785	13,979,836	13,169,002	12,553,730	12,168,032	11,667,060	11,052,098	10,321,244	9,464,531	8,478,021
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	255,338	263,973	271,489	279,227	287,194	295,394	303,837	312,529	321,477	330,689
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	182,766,867	185,644,885	188,438,137	185,899,378	183,331,016	180,768,212	178,211,133	175,659,952	173,114,844	170,575,991
Investments Accounted for using the equity method	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	183,083,205	185,969,858	188,770,626	186,239,605	183,679,209	181,124,606	178,575,970	176,033,480	173,497,320	170,967,681
TOTAL ASSETS	197,776,990	199,949,694	201,939,628	198,793,335	195,847,242	192,791,666	189,628,068	186,354,724	182,961,852	179,445,701
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,318,385	1,226,049	1,237,255	1,233,581	1,267,262	1,302,019	1,337,891	1,374,920	1,413,150	1,452,625
Borrowings	300,284	406,499	520,484	269,091	288,589	304,490	321,383	311,995	232,534	146,951
Provisions	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,238,539	3,252,417	3,377,608	3,122,542	3,175,721	3,226,379	3,279,144	3,306,785	3,265,554	3,219,445
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	1,160,111	2,412,696	3,595,127	3,416,819	3,225,480	3,025,166	2,815,379	2,622,929	2,485,749	2,338,798
Provisions	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,200,241	2,452,826	3,635,257	3,456,950	3,265,610	3,065,296	2,855,509	2,663,059	2,525,879	2,378,928
TOTAL LIABILITIES	4,438,780	5,705,243	7,012,865	6,579,491	6,441,331	6,291,675	6,134,653	5,969,844	5,791,432	5,598,373
Net Assets	193,338,210	194,244,451	194,926,763	192,213,844	189,405,911	186,499,991	183,493,415	180,384,880	177,170,419	173,847,328
EQUITY										
Retained Earnings	146,846,210	147,752,451	148,434,763	145,721,844	142,913,911	140,007,991	137,001,415	133,892,880	130,678,419	127,365,328
Revaluation Reserves	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000
Council Equity Interest	193,338,210	194,244,451	194,926,763	192,213,844	189,405,911	186,499,991	183,493,415	180,384,880	177,170,419	173,847,328
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	193,338,210	194,244,451	194,926,763	192,213,844	189,405,911	186,499,991	183,493,415	180,384,880	177,170,419	173,847,328

Coonamble Shire Council											
10 Year Financial Plan for the Years ending 30 June 2022											
CASH FLOW STATEMENT - CONSOLIDATED											
Scenario: Optimistic											
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,236,778	5,457,122	5,779,031	6,123,551	6,488,631	6,875,499	7,285,457	7,719,894	8,180,242	8,668,079	
User Charges & Fees	3,439,354	3,277,157	3,277,154	3,345,366	3,416,336	3,490,215	3,567,161	3,647,344	3,730,942	3,818,144	
Interest & Investment Revenue Received	926,778	962,652	996,662	1,021,197	1,052,046	1,102,530	1,155,309	1,211,072	1,269,980	1,332,214	
Grants & Contributions	7,552,398	8,697,021	8,882,157	5,735,816	5,849,614	5,999,857	6,154,608	6,314,002	6,478,177	6,647,278	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	
Other	5,027,755	4,878,955	5,108,695	5,186,151	5,341,313	5,464,659	5,592,971	5,726,417	5,865,213	6,009,574	
Payments:											
Employee Benefits & On-Costs	(5,689,580)	(5,798,372)	(5,909,339)	(6,022,526)	(6,137,976)	(6,255,736)	(6,375,851)	(6,498,368)	(6,623,335)	(6,750,802)	
Materials & Contracts	(9,614,663)	(9,999,828)	(10,159,402)	(10,324,557)	(10,493,282)	(10,665,381)	(10,840,921)	(11,019,971)	(11,202,602)	(11,388,883)	
Borrowing Costs	(110,499)	(229,519)	(325,824)	(279,646)	(256,192)	(244,032)	(231,096)	(215,902)	(200,998)	(184,999)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	
Other	(979,980)	(963,292)	(984,032)	(1,008,618)	(1,033,905)	(1,059,917)	(1,086,678)	(1,114,213)	(1,142,549)	(1,171,713)	
Net Cash provided (or used in) Operating Activities	5,788,341	6,216,296	6,645,062	3,776,734	4,226,584	4,707,704	5,220,961	5,770,264	6,355,069	6,978,891	
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	131,003	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	276,210	293,262	311,323	330,511	65,984	71,026	76,453	82,294	88,582	95,350	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(8,956,890)	(8,045,190)	(7,954,989)	(2,617,920)	(2,586,392)	(2,589,913)	(2,593,515)	(2,597,189)	(2,600,937)	(2,604,759)	
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	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(8,549,677)	(7,751,928)	(7,643,675)	(2,287,409)	(2,520,399)	(2,518,887)	(2,517,062)	(2,514,895)	(2,512,355)	(2,509,409)	
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	1,700,000	1,700,000	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	
Payments:											
Repayment of Borrowings & Advances	(37,036)	(47,939)	(92,262)	(98,826)	(105,867)	(113,387)	(116,441)	(119,544)	(128,059)	(137,180)	
Repayment of Finance Lease Liabilities	(276,259)	(293,261)	(311,322)	(330,874)	(65,984)	(71,026)	(76,453)	(82,294)	(88,582)	(95,354)	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	(313,295)	1,358,800	1,296,416	(428,700)	(171,841)	(184,413)	(192,894)	(201,838)	(216,641)	(232,534)	
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,074,631)	(176,832)	297,803	1,059,625	1,534,345	2,004,404	2,511,004	3,053,530	3,626,074	4,236,948	
plus: Cash, Cash Equivalents & Investments - beginning of year	14,548,525	11,473,894	11,297,061	11,594,864	12,654,489	14,188,834	16,193,238	18,704,242	21,757,772	25,383,846	
Cash & Cash Equivalents - end of the year	11,473,894	11,297,061	11,594,864	12,654,489	14,188,834	16,193,238	18,704,242	21,757,772	25,383,846	29,620,793	
Cash & Cash Equivalents - end of the year	11,473,894	11,297,061	11,594,864	12,654,489	14,188,834	16,193,238	18,704,242	21,757,772	25,383,846	29,620,793	
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	
Cash, Cash Equivalents & Investments - end of the year	11,473,894	11,297,061	11,594,864	12,654,489	14,188,834	16,193,238	18,704,242	21,757,772	25,383,846	29,620,793	
Representing:											
- External Restrictions	4,492,595	4,688,508	5,159,457	5,677,590	6,037,567	6,490,708	7,048,138	7,718,303	8,502,116	9,407,078	
- Internal Restrictions	4,344,071	4,142,441	3,937,620	4,055,049	4,172,478	4,289,907	4,407,336	4,524,765	4,642,194	4,759,623	
- Unrestricted	2,637,228	2,466,113	2,497,787	2,921,860	3,978,789	5,412,623	7,248,768	9,514,704	12,239,536	15,454,093	
	11,473,894	11,297,061	11,594,864	12,654,489	14,188,834	16,193,238	18,704,242	21,757,772	25,383,846	29,620,793	

Cooramble Shire Council											
10 Year Financial Plan for the Years ending 30 June 2022											
BALANCE SHEET - CONSOLIDATED											
Scenario: Optimistic											
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
											Projected Years
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	10,073,894	9,897,061	10,194,864	11,254,489	12,788,834	14,793,238	17,304,242	20,357,772	23,983,846	28,220,793	
Investments	2,990,305	2,762,896	2,488,158	2,173,909	2,167,799	2,163,321	2,161,079	2,161,146	2,163,603	2,166,524	
Receivables	1,524,024	1,555,531	1,568,181	1,581,084	1,594,245	1,607,669	1,621,362	1,635,328	1,649,574	1,664,105	
Inventories	105,561	109,099	110,754	112,475	114,233	116,028	117,862	119,734	121,646	123,598	
Other	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	14,693,785	14,324,587	14,361,957	15,121,957	16,665,111	18,680,256	21,204,544	24,273,980	27,918,668	32,177,021	
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	
Receivables	255,338	264,969	280,673	297,325	314,983	333,706	353,560	374,611	396,932	420,599	
Inventories	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	182,766,867	185,628,350	188,388,858	185,801,398	183,171,400	180,533,825	177,888,630	175,235,777	172,575,225	169,906,934	
Investments Accounted for using the equity method	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	
Investment Property	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	183,083,205	185,954,319	188,730,531	186,159,723	183,547,383	180,928,531	178,303,190	175,671,387	173,033,156	170,388,534	
TOTAL ASSETS	197,776,990	200,278,905	203,092,488	201,281,681	200,212,495	199,608,787	199,507,733	199,945,367	200,951,824	202,565,554	
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	
Payables	1,318,385	1,217,269	1,218,911	1,205,283	1,228,888	1,253,191	1,278,218	1,303,999	1,330,563	1,357,941	
Borrowings	300,284	406,499	520,484	269,091	288,599	304,490	321,383	311,995	232,534	146,951	
Provisions	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	1,619,870	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	3,238,539	3,243,637	3,359,265	3,094,244	3,137,347	3,177,551	3,219,471	3,235,864	3,182,966	3,124,762	
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	
Borrowings	1,160,111	2,412,696	3,595,127	3,416,819	3,225,480	3,025,166	2,815,379	2,622,929	2,485,749	2,338,798	
Provisions	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130	40,130	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	1,200,241	2,452,826	3,635,257	3,456,950	3,265,610	3,065,296	2,855,509	2,663,059	2,525,879	2,378,928	
TOTAL LIABILITIES	4,438,780	5,696,463	6,994,522	6,551,193	6,402,957	6,242,847	6,074,980	5,898,922	5,708,845	5,503,690	
Net Assets	193,338,210	194,582,441	196,097,966	194,730,488	193,809,537	193,365,940	193,432,753	194,046,445	195,242,979	197,061,864	
EQUITY											
Retained Earnings	146,846,210	148,090,441	149,605,966	148,238,488	147,317,537	146,873,940	146,940,753	147,554,445	148,750,979	150,569,864	
Revaluation Reserves	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	46,492,000	
Council Equity Interest	193,338,210	194,582,441	196,097,966	194,730,488	193,809,537	193,365,940	193,432,753	194,046,445	195,242,979	197,061,864	
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	
Total Equity	193,338,210	194,582,441	196,097,966	194,730,488	193,809,537	193,365,940	193,432,753	194,046,445	195,242,979	197,061,864	

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?
- What opportunities exist for future income and economic growth?