



GilgandraShireCouncil
meeting community needs



LONG TERM FINANCIAL PLAN 2015/16 – 2024/25

Document Control		LTFP
Revision Number	Date	Revision Details
1		Initial Plan
2	September 2013	-Two Scenarios Rate Pegging / Special Rate Variation -Revised maintenance and renewal of assets - increased rural road maintenance -Operational savings
3	June 2014	Reflect 2014/15 Operational Plan and 2023/24 financial projections
4	June 15	Reflect 2015/16 Operational Plan and 2024/25 financial projections

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Introduction

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

The Community Strategic Plan is the highest level plan that Council prepares. Its purpose is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as other level of government and community groups are also responsible for the delivery of long term strategies in the Plan. These responsibilities are also identified in the Plan.

The Community Strategic Plan is supported by a number of Council plans including:

- ❖ **Delivery Program:** This plan sets out the actions, grouped under strategies identified in the Community Strategic Plan, that Council will take over its current four year term, that work towards achieving the outcomes identified in the Community Strategic Plan. This plan also includes anticipated budget requirements associated with these actions.
- ❖ **Operational Plan:** This plan contains details of Council's actions, grouped under strategies from the Community Strategic Plan that Council will take in the next financial year that work towards achieving the outcomes identified in the Community strategic Plan. These actions are a sub set of the actions outlined in the Delivery Program and include detailed budget requirements for the financial year associated with these actions.
- ❖ **Resourcing Strategy:** This Strategy is the basis upon which Council will make decisions designed to deliver the outcomes identified in the Community Strategic Plan and includes:

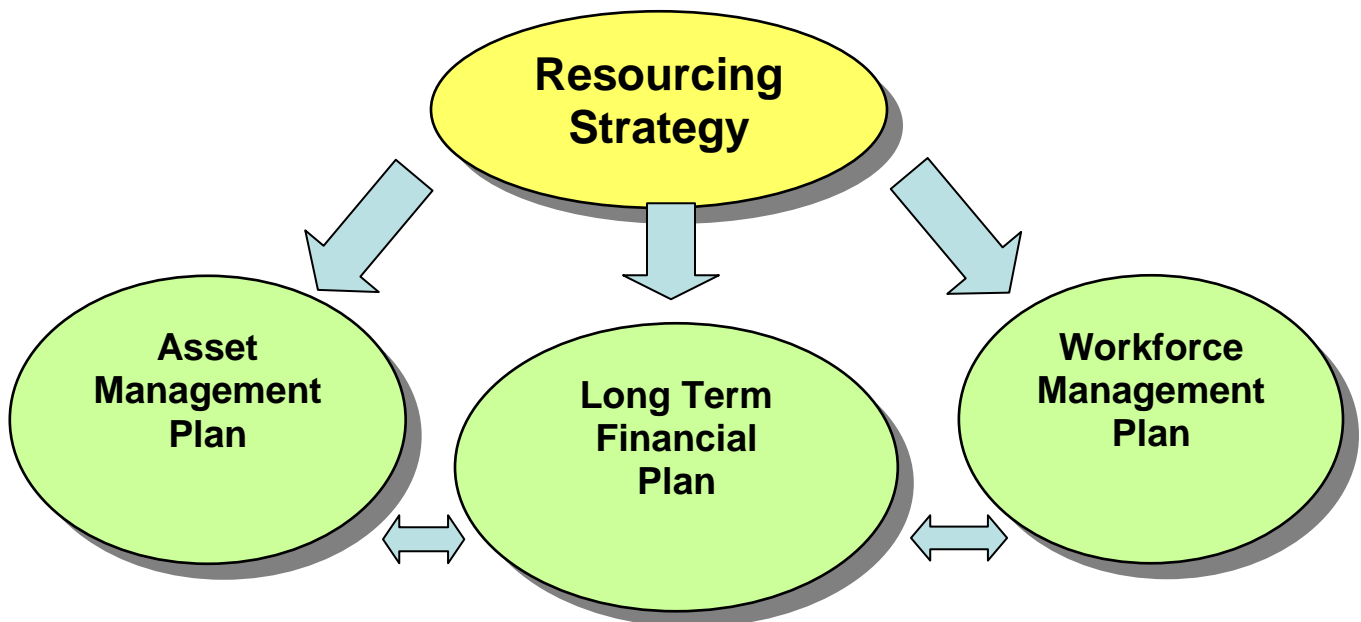
- **Workforce Management Plan:** This planning outlines how we will ensure Council has the staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan

- **Asset Management Plan:** This planning is a comprehensive process to ensure detailed information on all Council assets is available and delivery of services from assets is provided in a financially sustainable manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services and will inform the Community Strategic Plan and Long Term Financial Plan

- **Long Term Financial Plan:** This plan models a number of scenarios in the context of constraints we face in the longer term, providing a sound basis for financial decision making. The Long Term Financial Plan is a tool that ‘tests’ the community’s aspirations outlined in the Community Strategic Plan against the financial reality. It is both a decision-making tool and a problem solving tool

- ❖ **Local Environmental Plan:** The Community Strategic Plan sets high level objectives that relate to land use planning however the Local Environmental Plan maps out the details of land use planning across the Shire. The Local Environmental Plan is the principal document for controlling development at a council level.

- ❖ **Community Engagement Strategy:** Council has developed a Community Engagement Strategy for ongoing engagement with the local community in developing and reviewing the Community Strategic Plan. Council intends to consult with and inform the community of its plans on a regular basis .



Gilgandra Shire Community Overview

Orana Regional Organisation of Councils



Gilgandra Shire Local Government Area



Gilgandra is nestled on the banks of the Castlereagh River in Central NSW at the junction of three major inland highways being the Newell, Oxley and Castlereagh and half way between Brisbane and Melbourne. In addition to the township of Gilgandra the Shire has two villages, Tooraweenah located at the southern entrance to the Warrumbungle National Park and Armatree located in the north of the shire.

Gilgandra is a great place to live. It is a proud, passionate, vibrant, solid and supportive rural based community. We are fortunate to have excellent schools for our children, a comprehensive range of medical services, fantastic sporting facilities, and a thriving cultural presence within the region. Although our population is ageing, social capital through volunteerism is strong, and this strength is reflected in the many events (cultural, sporting, community and nation building) that are conducted by volunteers.

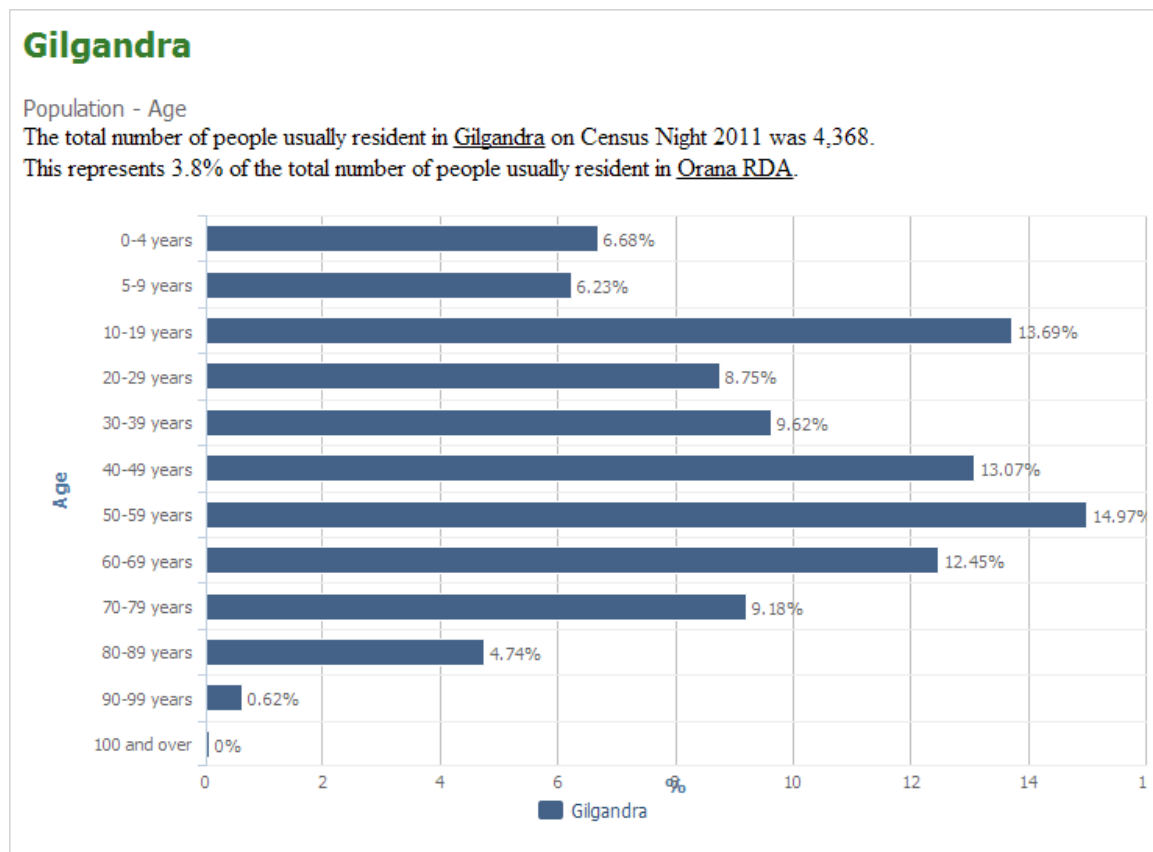
Gilgandra is located just 65 kilometres north of Dubbo, one of the largest inland cities in New South Wales. This allows residents to have close access to a base hospital, specialist medical services, employment opportunities and a regional airport.

Agriculture including cereal cropping, wool production, sheep and cattle is a large contributor to the Gilgandra economy. In recent years, health and aged care have developed as large employers in the community and form an important part of a diversifying economy. For a community its size, Gilgandra is well serviced with medical, retail, accommodation, professional and financial services. The community and Council have invested heavily in medical infrastructure to ensure the community has access to essential medical and allied health services.

Gilgandra Shire, like so many other rural communities has seen significant challenges as result of an extended period of drought followed by two flood events. The decline of employment numbers in agriculture has made the need to diversify the economy even more of an essential action for the community.

Gilgandra LGA Demographics

- Total Population - 4355
- Median age - 44 year
- Total Dwellings – 1750
- Average household size – 2.4 persons
- 89.70% of the population was born in Australia
- 92.6% of people speak only English
- Gilgandra LGA scores 928.1 on the SEIFA index of disadvantage
- Gilgandra has an Indigenous population of 12%



Gilgandra

Gross Regional Product

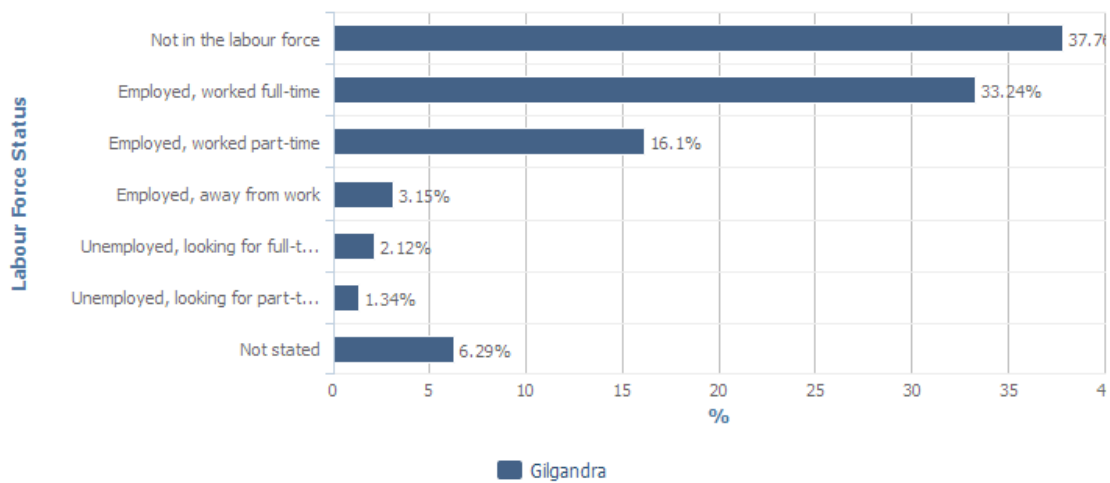
GRP Expenditure Method	Gilgandra
Household Consumption	\$193.444 M
Government Consumption	\$53.921 M
Private Gross Fixed Capital Expenditure	\$63.366 M
Public Gross Fixed Capital Expenditure	\$18.437 M
Gross Regional Expenses	\$329.168 M
plus Regional Exports	\$122.019 M
minus Domestic Imports	-\$266.950 M
minus Overseas Imports	-\$5.379 M
GRP	\$178.857 M
Population	4,368
Per Capita GRP	\$40,947
Per Worker GRP	\$127,482

Gilgandra

Work - Labour Force Status

The total number of people usually resident in Gilgandra on Census Night 2011 was 3,496.

This represents 3% of the total number of people usually resident in Orana RDA. This report excludes 871 people that are "not applicable".

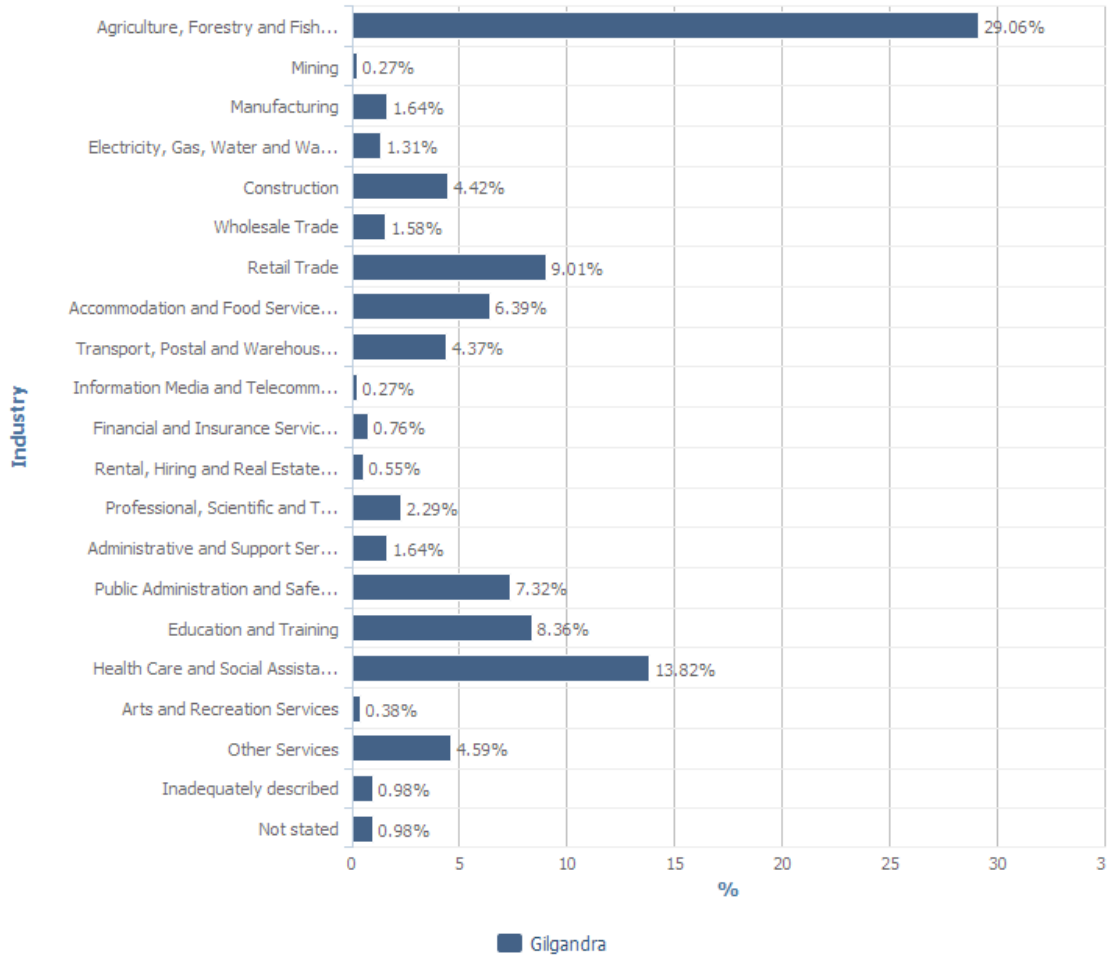


Gilgandra

Work - Industry

The total number of people usually resident in Gilgandra on Census Night 2011 was 1,831.

This represents 1.6% of the total number of people usually resident in Orana RDA. This report excludes 2,536 people that are "not applicable".



Objectives of the Long Term Financial Plan

This LTFP covers the 10 year planning period from 2015/16 to 2024/25.

The overall objective of the LTFP is to express in financial terms the activities Gilgandra Shire Council proposes to undertake over the short, medium and long term, provide a sound basis for strategic decision making, and guide the future strategies and actions of Council to ensure that it continues to operate in a manner that achieves financial sustainability.

Specific objectives of the plan are to:

- provide sound forecasts of financial performance and position for a range of planning scenarios that respond to the aspirations of the community
- achieve and maintain a sound and stable financial position over the long term
- identify strategies that support the sustainable provision of services and service levels identified by the community as expressed in the CSP and DP
- ensure that Council can meet its financial obligations as and when they fall due
- ensure that any loans raised to support the achievement of the community aspirations can be serviced over the term of the loans
- provide a clear and transparent picture of Council's long term financial situation to the community

Financial Sustainability

Financial sustainability is a key challenge facing Council and Local Government in general due to several contributing factors including:

- increased demand for services beyond those traditionally provided
- cost shifting from other levels of government
- ageing infrastructure and constraints on revenue growth
- rate pegging constraints and uncertainty over grant income
- increased maintenance due to an ageing infrastructure network
- cost increases in major inputs in excess of the Consumer Price Index (CPI)

The financial modelling underpinning this LTFP confirms that Council can maintain current service levels, ensure existing assets are maintained and renewed as required and the demand for new facilities is met, in the long term given its current and projected level of resourcing.

There are a number of financial challenges identified that have emerged over a number of years and can be attributed to:

- cost shifting from other levels of Government, with local government being forced to take on increased responsibilities without being provided appropriate funding to meet these additional responsibilities.
- significant increases in excess of inflation in a number of major expenditure items such as electricity, insurance and superannuation which have generally not been offset by rate pegging increases.
- the impact of demand for additional facilities and services identified through the development of the CSP.
- an identified shortfall in infrastructure renewals expenditure required to maintain infrastructure assets in a satisfactory condition.
- a backlog of transport infrastructure works as identified in Council's Asset Management Plans.

Cost Shifting

Cost shifting describes the situation where the responsibility for, or the cost of, providing a certain service, concession, facility or regulatory function is 'shifted' from a higher level of Government without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility.

There have been a number of enquiries into, and surveys of cost shifting over the years with the latest Local Government and Shires Association survey for 2011/12 confirming that cost shifting continues to place significant burden on Council's financial situation. That survey estimates that cost shifting amounts to around 6% of Local Government's total operating income. This ratio is consistent with ratios established for previous years.

Contributions to the NSW Fire Brigade, Rural Fire Service and State Emergency services, lack of adequate funding for public libraries, the NSW Government's failure to reimburse mandatory pensioner rebates, the cost of regulation of companion animals, flood mitigation works and administration of environmental regulations are all examples of cost shifting that impact on Council's financial performance and place additional pressure on its financial sustainability.

Cost Increases

Council has experienced cost increases well in excess of inflation for a number of major expenditure items over the past few years, a trend that is expected to continue at least for the next few years. For example over the period 2008 to 2012 utilities costs increased by 61%, insurance costs 16% and superannuation expense 64%. Over the same 4 year period inflation was 11.5% while increases in rates resulting from rate pegging increases totalled 14.4%.

It is estimated that these increases added an additional \$563,000 per annum to Council's operating costs when compared to what they would have been had they only increased by inflation. Increases in rate revenue resulting from rate pegging increases in excess of inflation, over the same period, are estimated to be only \$142,000 per annum resulting in a reduction in Council's operating result of \$421,000 per annum.

As a consequence Council's expenditure base has increased at a significantly higher rate than its revenue base. This has resulted in Council's revenue base being insufficient to fund the current levels of service.

Infrastructure Renewals and Backlog

The issue of financial sustainability of local government has been identified as a major issue in a number of State based and National inquiries and studies into the issue over many years. Each has identified a shortfall in infrastructure renewal expenditure and a substantial backlog in infrastructure spending as the major issue facing the industry, primarily due to limited funding opportunities available, coupled with the diverse and increasing demand on Council's resources.

Council has developed asset management plans and indications are that current levels of maintenance and renewals of particularly transport assets fall short of that required to maintain the assets in a satisfactory condition while continuing to extend their useful lives. The asset management plans quantify the level of spending required to maintain existing infrastructure assets and address any infrastructure backlog.

This infrastructure challenge places further pressure on Council's ability to remain financially sustainable in the long term. If left unaddressed, Council's infrastructure assets will continue to deteriorate at an increasing rate. This will ultimately result in assets failing, the withdrawal of facilities and services, increased maintenance costs as well as increased exposure to risk.

Further detail in relation to this issue, including its impacts and associated risks if not addressed are contained in Council's Asset Management Plans.

Planning Assumptions

The LTFP is based on a number of planning assumptions. These assumptions were used to model and formulate the plan and test a range of scenarios, a process which ultimately formed the basis of the LTFP.

The key planning assumptions considered in the development of the LTFP are detailed below. All amounts are shown in real values (2015/16 dollars)

Inflation Consumer Price Index (CPI)

Forecast CPI at a rate of 3% per annum over the 10 year period is utilised as the inflator for all items of operating revenue and expenditure except for the following items in Council's financial modelling:

- Employee Costs
- Rate Pegging
- Investment Returns
- Election expenses
- Borrowing Costs
- Rural Roads
- Aerodrome Income
- Land Sales
- General Rates
- Water Charges
- Sewer Charges
- Domestic Waste Charges
- Stormwater Charges
- Grants
- Capital Works

Employee Costs

Employee costs consist of salaries and wages, employee leave entitlements, Council's contribution to superannuation schemes, workers compensation insurance, fringe benefits tax and employee training costs.

Salaries and wages make up the majority of employee cost and combined with employee leave entitlements represent 89% of this expenditure item.

The base year (2015/16) employee costs are calculated utilising a zero based budgeting approach, calculating the employee cost for each position in the budgeted staff establishment based on actual rates of pay inflated for known increases in pay rates. The projections include employee on-costs for each employee as well as an allowance for overtime and the impact of vacant positions during the year.

The latest local Government (State) Award 2010 sets an increase in salary and wages rates of 2.7% that applies from 1 July 2015 and 2.8% from 1 July 2016. In subsequent years, salary and wage rates have been assumed to increase in line with forecast CPI of 3%.

As part of its financial strategy, Council sets aside a reserve to enable any 'spikes' in employee leave entitlements, particularly resulting from the retirement or resignation of long serving employees, to be funded. The reserve currently represents 10% of total employee entitlement provisions and is forecast to increase to 20% by the end of the 10 year planning period.

Rate Pegging

Council has budgeted to increase general rates in line with the special variation approved by IPART for 2015/16 and 2016/17.

A forecast rate peg limit of 3.0% has been used for the period 2017/18 to 2024/25.

Investment Returns

Forecast returns on Council's investment portfolio are based on the forecast 90 day bank bill rates, plus a small margin to reflect strategic investments in longer term investment products where appropriate. The source for the forecast 90 day bank bill rates is the 4 major Australian banks.

Forecast investment returns have been averaged at 3% per year over the life of the plan.

Election Expenses

Forecast to cover the cost of Local Government elections in 2016/17 and 2020/21

Borrowing Costs

Forecast borrowing (interest) costs are based on the forecast 10 year bank swap rate plus a loan margin sourced from the 4 major Australian banks.

Borrowing costs are forecast to average 6% for the 10 year term. However, allowance has been made for a 4% interest subsidy under the NSW State Government Local Infrastructure Renewal Scheme on a \$1.2m loan over 10 years to fund the construction of the Terrabile Creek Bridge commencing 2013/14 and a 3% interest subsidy on a \$300 k loan over 10 years to fund additional water and sewer infrastructure commencing 2014/15. A further 3% interest subsidy has been granted on a \$760k loan for Cooee and Water and Sewer infrastructure commenced in 2014/15.

It has been assumed that future loans will be for a 10 to 15 year term for infrastructure projects and a 5 year term for land development projects and interest rates will be fixed. The basis of forecast interest rates is detailed in the planning assumptions.

However, the recently introduced NSW Government Local Infrastructure Renewal Scheme interest rate subsidy offers are for a maximum 10 year loan period.

Rural Roads

Council has established a Road Hierarchy Plan. While developing this plan and associated road maintenance and renewal requirements Council identified that the required expenditure on Rural Roads to achieve acceptable road condition ratings needed to be increased by 40%. Council is committed to taking steps to increase this budget to the required level over its term. Following on from the increase in general rate revenue as a result of the successful special variation application an additional \$206k was budgeted for rural roads in 2014/15 and an additional \$220k in 2015/16 and 2016/17. This includes an increase of \$50k in 2015/16 to maintain bridges on rural roads.

Aerodrome Income

Forecast to increase by \$5k in 2017/18.

Land Sales

Forecast revenue and expenditure according to projected completion dates of industrial and residential subdivisions and likely demand on a yearly basis throughout the plan.

General Rates

Council currently has 5 general rating categories, being Farmland, Residential Gilgandra, Business Gilgandra, Residential Other and Business Other. Council proposes to continue with its current rating structure of an ad valorem subject to a minimum rate.

Future ordinary rate income will be impacted by rate pegging and IPART's decision to allow Council to increase its general rate income by the following percentages over the period 2014/15 to 2016/17

IPART's determination on Gilgandra Shire Council's special variation for 2014/15 to 2016/17

Year	Increase approved (%)	Cumulative increase approved (%)	Annual increase in general income (\$)	Permissible general income (\$)
Adjusted notional income 30 June 2014				3,602,224

2014/15	9.30	9.30	329,910 ^a	3,932,134
2015/16	10.00	20.23	393,214	4,325,348
2016/17	10.00	32.25	432,534	4,757,882

In preparing this LTFP Council modelled a number of scenarios to identify strategies to address the significant financial challenges facing Council. The scenario included in this plan works towards financial sustainability in the longer term and includes, as part of an overall strategy, an increase in ordinary rates in excess of rate pegging as outlined in the above table

Water Supply Charges

Council utilises a two part charging structure for the supply of water to Gilgandra and Tooraweenah, being an access charge according to the size of the water service and a usage charge per kilolitre of water used.

Council uses Best Practice Pricing as directed by the State Government and it is proposed to continue with a two part charging structure under Best Practice Pricing guidelines.

Water supply charging has been forecast to increase by 6% in 2015/16 and 6% per annum for the remainder of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

Sewer Charges

Council utilises a three part charging structure based around an access charge according to the size of the water service, usage charges based on water usage and trade waste charges based on water usage.

Council uses Best Practice Pricing as directed by the State Government and, it is proposed to continue with a three part charging structure under Best Practice Pricing guidelines.

Sewer services charging has been forecast to increase by 6% per annum for access charges and 10% per annum for usage charges for the life of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

Domestic Waste Management Charges

Council's domestic waste management service comprise of a weekly collection of 240 litre garbage bin collection and a fortnightly collection of recycling materials.

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services.

Waste Management Charges have been forecast to increase by 5% in 2015/16 and 3% per annum for the remainder of the life of the plan.

Stormwater Charges

Funds generated from this charge are used to fund stormwater backlog works and improve the management of urban stormwater in the local government area.

The charge is set by clause 125AA of the Local Government (General) Regulation 2005 and Council has no scope to increase the charge in line with inflation or any other cost increases. It is assumed the charge will remain in place over 10 year planning horizon.

These charges are currently \$25 per assessment within the Gilgandra urban area and are assumed to remain the same throughout the life of the plan.

Grants

In reviewing grants and contributions it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan with the exception of the Local Infrastructure Renewal Scheme interest rate subsidy referred to earlier in this plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will need to be offset by a corresponding reduction in expenditure.

Capital Works

Council has determined a capital expenditure program that is based on the outcomes of the CSP, asset lifecycle modelling, input from Councillors during financial modelling workshops and community meetings and surveys.

- The capital expenditure program adopted by Council totals \$51.4 million over the ten year period of the plan. This includes \$49 million renewal works. All amounts are shown in real values (2015/16 dollars).
- In line with the successful application to IPART for a special rate variation an additional \$455k per annum will be available for transport asset renewals from 2016/17 onwards

Capital Works Program 2015/16 to 2024/25

Description	Year	Total 10 Year Cost	Renewals	Upgrades/New
Bushfire Issues – Non Cash	From 2015/16	\$ 1,834,000	\$1,500,000	\$334,000
Plant Fleet	From 2015/16	\$8,465,000	\$8,465,000	
Library Resources	From 2015/16	\$ 118,000	\$118,000	
Community Housing	From 2015/16	\$ 65,000	\$65,000	
Office Furniture and Equipment	From 2015/16	\$26,000	\$26,000	
Offices and Chambers	From 2015/16	\$50,000	\$50,000	
Miller Street CBD Master Plan	2016/17	\$300,000	\$100,000	\$200,000
Gilgandra Waste Facility Upgrade	From 2015/16	\$120,000	\$80,000	\$40,000
Villages Waste Facilities Upgrade	From 2016/17	\$225,000	\$145,000	\$80,000
Shire Hall	From 2015/16	\$145,000	\$145,000	
IT Purchases	From 2015/16	\$520,000	\$520,000	
Cooee March Re-enactment March	2015/16	\$15,000		\$15,000
Gilgandra Youth and Citizens Club	From 2015/16 2018/19	\$60,000 \$250,000	\$60,000	\$250,000
Aero Park Residential Subdivision	2018/19	\$250,000		\$250,000
McGrane Oval Lighting	2022/23	\$150,000	\$150,000	
McGrane Oval Canteen	2015/16	\$10,000	\$10,000	
Hunter Park Toilets	2015/16 2016/17	\$15,000 \$250,000	\$15,000 \$250,000	
Parks				

Playground Equipment	2017/18	\$50,000	\$50,000	
Gumin Bridge	2015/16	\$845,000	\$845,000	
Webb's Crossing Bridge	2016/17	\$660,000	\$660,000	
Lucas Bridge	From 2015/16	\$130,000	\$130,000	
Works Depot	From 2015/16	\$633,000	\$633,000	
Gilgandra Swimming Pool	From 2015/16	\$95,000	\$95,000	
	2019/20	\$200,000	\$200,000	
Stormwater and Kerb and Gutter	From 2018/19	\$1,760,000	\$1,760,000	
Gilgandra Cemetery	From 2015/16	\$230,000	\$80,000	\$150,000
Footpaths and Walk Ways	From 2015/16	\$500,000	\$400,000	\$100,000
Walkway Chelmsford Avenue	From 2016/17	\$290,000		\$290,000
PAMP Strategic Planning	2015/16	\$80,000	\$80,000	
CHC Lighting	2015/16 & 2016/17	\$15,000	\$15,000	
Engineering Instruments	2015/16	\$30,000	\$15,000	\$15,000
	2018/19	\$30,000	\$15,000	\$15,000
General Building Renewals	From 2015/16	\$612,000	\$612,000	
General Swimming Pool Renewals	From 2015/16	\$53,000	\$53,000	
General Parks Gardens and Sporting Ground Renewals	From 2015/16	\$693,000	\$693,000	
General Transport Renewals	From 2015/16	\$6,474,000	\$6,474,000	
Roads to Recovery	From 2015/16	\$8,836,000	\$8,836,000	
Additional Transport	From 2016/17	\$4,095,000	\$4,095,000	

Renewals				
General Stormwater Renewals	From 2015/16	\$149,000	\$149,000	
Water Supply	From 2015/16	\$4,211,000	\$4,211,000	
Sewerage	From 2015/16	\$3,887,000	\$3,887,000	
Orana Lifestyle Directions	From 2015/16	\$1,440,000	\$840,000	\$600,000
Carlinda Enterprises	From 2015/16	\$ 150,000	\$150,000	
Cooee Self Care Villa Units	From 2015/16	\$115,000	\$115,000	
Cooee Lodge Aged Care Hostel	From 2015/16	\$1,993,000	\$1,993,000	
Jack Towney Hostel	From 2015/16	\$247,000	\$247,000	

Bushfire Issues

Offset by non cash capital grants.

Plant Fleet

Replacements in line with Councils 10 year plant replacement program.

Library Resources

Library resource purchases required to meet community demands.

Community Housing

Small budget to continually renew community housing assets as required.

Office Furniture and Equipment

Small budget to continually renew administration offices furniture and equipment as required.

Offices and Chambers

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

Miller Street Master Plan

Completion of next stage of proposed main street upgrade. Development of Bridge Street to include increased parking provisions, improved traffic control and development of upgraded

access and parking provisions at the rear of the shops on the eastern side of the Miller Street CBD including waste dump point for caravans and campervans.

Gilgandra Waste Facility Upgrade

Establish and excavate new landfill site

Villages Waste Facilities Upgrades

Explore options to move away from unmanned sites across the Shire

Gilgandra Shire Hall

As per the determined priorities of Council's Shire Hall Committee in response to user requests.

IT Purchases

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

Cooee March Re-enactment

Council contribution towards Cooee March related functions in 2015 to commemorate the centenary of the March leaving Gilgandra.

Gilgandra Youth Club Facilities and Plan

Continue with staged planning, design and development to ensure the facilities at the Gilgandra Youth Club meet the needs of the local Community in its various functions including upgrade of indoor/outdoor sports facilities.

Aero Park Residential Subdivision Development (Marshall Street)

Provision of services to remainder of subdivision of up to 50 various sized residential lots over next 10 to 15 years in stages as demand warrants.

McGrane Oval Lighting

Renewal of existing lighting at McGrane oval to restore effectiveness and achieve lighting efficiency savings

McGrane Oval Canteen

Renewal of existing Senior League canteen at McGrane Oval due to the age and general inadequacy of this facility

Hunter Park Toilets

Renewal / Replacement of Hunter Park toilets

Parks, Playground and Exercise Equipment

Replacement of equipment in parks and reserves to meet Health and Safety requirements and community demands.

Gumin Bridge (National Park Road)

Replacement of existing structure in very poor condition with an alternative structure to suit traffic movement's at the same site.

Webb's Crossing (Regional Road 205)

Replacement of existing structure in very poor condition with an alternative structure to suit traffic movement's at the same site.

Lucas Bridge (Breelong Balladoran Road)

Replace existing decking and pylons on existing structure with a view to extending its useful life.

Council's Works Depot

Installation of a new hoist in Council's Plant Workshop. Renovations to the existing store, warehouse and mechanical workshop provisions which are all in a state of poor repair and also some improvements to antiquated staff amenities. These works carried out on a staged basis.

Gilgandra Swimming Pool

Renewal works to pool facility with a view to extending its useful life including modernisation of filtration and pump equipment.

Stormwater and Kerb and Gutter

Progressive renewal of ageing stormwater and kerb and gutter infrastructure throughout Gilgandra.

Gilgandra Cemetery

Replacement of bore and water reticulation system at Gilgandra cemetery. Construction of new plinths in lawn section as required.

Footpaths and Walkways

Renew existing footpaths as required in line with Council's Pedestrian Access Mobility Plan (PAMP).

Windmill Walk Extension – Chelmsford Avenue

Extension of Windmill Walk in line with Councils Pedestrian Access Mobility Plan (PAMP) as RMS partnership funding becomes available.

Pedestrian Access and Mobility Plan (PAMP)

Updating of this strategic plan to reflect current community priorities following on from a successful grant application.

Cooee Heritage Centre Lighting

Renewal of lighting in the Cooee Heritage Centre galleries.

Engineering Instruments

Renewal and upgrade of engineering instruments to ensure professional services are able to be delivered

General Building Renewals

Percentage of annual maintenance expenditure (10%) identified as renewal works that extends the useful life of building assets.

General Swimming Pool Renewals

Percentage of annual maintenance expenditure (20%) identified as renewal works that extends the useful life of swimming pool assets.

General Parks Gardens and Sporting Ground Renewals

Percentage of annual maintenance expenditure (20%) identified as renewal works that extends the useful life of parks gardens and sporting grounds assets.

General Transport Renewals

Percentage of maintenance expenditure (20%) identified as renewal works that extends the useful life of transport assets.

Roads to Recovery

Federal Government funded roads renewal program designed to deliver additional renewal works to Councils transport network on an ongoing basis.

Additional Transport Renewals

Additional transport asset renewals as a result of additional funds generated over the period 2014/15 to 2016/17 by the special rate variation and operational savings. This additional expenditure will be set aside for this purpose on an ongoing basis.

General Stormwater Renewals

Percentage of maintenance expenditure (20%) identified as renewal works that extends the useful life of stormwater assets.

Water Supply

Asset Renewal in line with Councils Water Supply Infrastructure 30 year plan.

Sewerage Services

Asset Renewal in line with Councils Water Supply Infrastructure 30 year plan.

Orana Lifestyle Directions

New purpose built housing to replace existing houses in Gilgandra that do not satisfactorily meet client's needs and renew existing housing assets in order to maintain them at acceptable standards and extend their useful lives.

Carlginda Enterprises

Renew existing recycling plant and equipment to extend its useful life and ensure facilities are maintained to an acceptable standard to meet the needs of supported employees.

Coone Self Care Villa Units

Renew existing building assets in order to maintain them at acceptable standards and extend their useful lives.

Coone Lodge Aged Care Hostel

Renewal of existing hostel assets in order to maintain at an acceptable standard and extend their useful life.

Jack Towney Hostel

Renewal of existing hostel assets in order to maintain at an acceptable standard and extend their useful life.

Key Financial Indicators

“Fit for the Future” Benchmarks

All Councils in NSW will have their performance measured in terms of:

- Sustainability
- Infrastructure and Service Management; and
- Efficiency

Seven specific ratios will be measured, monitored and reported on an ongoing basis:

Sustainability

- **Operating performance Ratio** – Core measure of sustainability – indicates council’s capacity to meet ongoing operating expenditure requirements

Benchmark

Greater than or equal to break-even over the longer term – ongoing deficits are unsustainable

- **Own source revenue** – Councils with higher own source revenue have greater ability to control their own operating performance and financial sustainability

Benchmark

Greater than 60% to ensure councils have sufficient flexibility to manage external shocks and challenges

- **Building & Asset Renewal Ratio** – Measures whether council’s assets are deteriorating faster than they are being renewed – indicator of whether council’s infrastructure backlog is likely to increase

Benchmark

Greater than 100% ensures community assets are managed in a sustainable way

Infrastructure & Service Management

- **Infrastructure Backlog Ratio** – Measures how effectively councils are managing their infrastructure. Increasing backlogs may affect council’s ability to provide services and remain sustainable

Benchmark

Less than 2% ensures infrastructure backlogs are at manageable levels

- **Asset Maintenance Ratio** – Measures whether council is spending enough on maintaining its assets to avoid increasing its infrastructure backlog

Benchmark

Greater than 100% ensures councils infrastructure position is not deteriorating

- **Debt Service Ratio** – Indicates whether council is using debt wisely to share the life long cost of assets and avoid excessive rate increases

Benchmark

Greater than 0% and less than or equal to 20% - it is appropriate that councils should carry some level of debt to ensure inter-generational equity in funding major infrastructure

Efficiency

- **Real Operating Expenditure per capita** – Indicates how well councils are utilising economies of scale and managing service levels to achieve efficiencies

Benchmark

- Focuses on each council's individual performance over time, rather than comparing with others. A decrease in real expenditure per capita indicates improved efficiency (all things being equal)

Sensitivity Analysis

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at 'what if' scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast; growth is half that forecast, or investment returns are 1% less than forecast in plan.

All sensitivity analysis was undertaken utilising scenario 1 and the impacts were assessed by reference to the changes in the Key Financial Indicator – Unrestricted Cash and Investment Balance at the end of the 10 year planning horizon.

The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

Inflation

The impact of a 1% increase in inflation each year, including CPI and salary and wages inflation, was modelled and resulted in a \$2 m reduction in the unrestricted cash and investment balance or \$1.5 m (assuming the increase will increase other charges and revenues but with no flow on effect of increased inflation to the rate pegging increase).

Rate Pegging

The impact of a 1% reduction in rate pegging each year was modelled assuming that any special variation would also be reduced by 1%. The analysis indicated that the unrestricted cash and investment balance would be reduced by \$1.9 m at the end of 10 years.

Investment Returns

The impact of a reduction in investment returns of 1% was modelled and the analysis indicated that the unrestricted cash and investment balance would be reduced by \$250,000 at the end of 10 year.

Loan Interest Rates

The impact of a 1% increase in loan interest rates was modelled which indicated that unrestricted cash and investments would reduce by \$300,000.

Workers Compensation Insurance

Council has a focus on minimising the risk of incidents in the workplace which may lead to workers compensation claims. However, incidents do occur and the nature and impact of claims is difficult to predict. This can lead to significant fluctuations in premium payments from year to year.

Productivity Improvements

As previously indicated the financial projections are based on continuing to secure productivity improvements that will defray the impact of unexpected increases in operating expenditures.

Council has commenced a process to review all services in terms of cost effectiveness and it is anticipated that this review will continue throughout the current term of Council.

Financial Strategies Underpinning the LTFP

This LTFP identifies possible strategies to address the financial challenges identified and ensure Council is financially sustainable into the future. The key strategies underpinning the LTFP are:

- achieving balanced cash budgets
- maintaining a sound financial position
- maintaining a positive unrestricted cash and investment balance
- maintaining service levels at sustainable level
- progressively increasing funding for asset maintenance and renewal
- maintaining a fair and equitable rating structure

Without the implementation of appropriate financial strategies, Council is clearly not financially sustainable in the long term and as a result, the community aspirations identified and articulated in the CSP will not be able to be achieved.

The financial challenges faced by Council, as measured in the scenarios below, will require an innovative multi-faceted financial strategy if Council is to continue to deliver the level of services currently provided and satisfy the demand for additional facilities and existing asset renewals.

For each of the scenarios outlined below, a proposed strategy has been developed incorporating the following components to deliver financial sustainability in the long term.

Identifying Budget Expenditure Reductions

In response to the financial challenges highlighted in this LTFP each department within Council will undertake an ongoing annual review of its current activities and service levels to identify possible opportunities to reduce budget expenditures without significant reductions in service levels.

Productivity Improvements & Initiatives

The continued pursuit of productivity improvements over the period of the plan is a critical component of the strategy developed to deliver financial sustainability. As previously indicated, Gilgandra Shire Council is committed to a process of continuous improvement and organisational development and this process will continue to deliver productivity improvements that will contribute to addressing unexpected funding gaps that may occur.

Asset Rationalisation

As part of the development of the LTFP, Council undertook a review of its property holdings to identify underutilised assets, or assets that were not contributing to the achievement of the strategic goals articulated in the CSP. Divesting of these assets will provide an opportunity to re-direct funds tied up in those assets to facilities that more closely align to the objectives outlined in the CSP and ultimately contribute to achieving Council's Vision.

Loan Funding

The financial strategies developed to deliver financial sustainability include the utilisation of a number of funding sources to fund new capital works. The funding sources include a combination of rates revenue, reserves, grants, other third party contributions and proceeds from the asset rationalisation.

In addition to the above sources of funds, the use of loan funds is proposed to fund, or part fund, long lived infrastructure assets where it can be displayed that the loans can be serviced over the period of the loan and that Council's targeted maximum debt service ratio is not exceeded.

The use of loans spreads the financing cost of an asset over a long period of time and provides an alternative to a larger increase in rates in the short to medium term to meet the demand for additional facilities and other required capital works.

Long lived assets are utilised by current users as well as future users. The use of loans enables the cost of long lived assets to be shared between current and future users and therefore supports the concept of intergenerational equity.

The Division of Local Government of the Department of Premier and Cabinet (DLG) has set a benchmark debt service ratio of between 0 and 20%. Recognising the risk associated with high levels of debt, particularly in economically uncertain times, Council has set a target maximum debt service ratio of 5% in its Loan Repayment Level Policy and projections for the period of this LTFP are generally below this limit.

Special Variation in Rates

While each of the above components of a proposed financial strategy make a contribution to addressing the identified funding gap, the strategy identified that will make the most significant contribution towards achieving financial sustainability, is an increase in Council's revenue base via a special variation to general rates income.

Modelling indicates that if Council is to address the financial challenges it needs, as part of an overall strategy, to increase the general rates base significantly. Given the quantum of increase in rates identified as being required it is proposed that any special variation in rates be phased in to lessen the burden on rate payers in any one year.

Special Rate Variation Application to IPART 2014/15 – 2016/17

Council has been successful with an application to IPART for an increase to general rates each year for the three years 2014/15 to 2016/17. This application aligns with the remaining three years of this Council's term of office.

The total increase in general rates is 9.3 % per annum for 2014/15 and 10% per annum for 2015/16 and 2016/17. This increase will be a permanent addition to Council's rate base. It will allow Council to address long term financial sustainability issues and in particular the need for increased maintenance and renewal of our local rural road network.

Council's application was assessed by IPART against the following criteria

- Need for the variation
- Community awareness and engagement
- Impact on ratepayers
- Assumptions in delivery program and long term financial plan
- Productivity improvements and cost containments

Information regarding the process is available on IPART's web site at

www.ipart.nsw.gov.au

This LTFP includes financial modelling of general rates increased in line with the Special Variation application.

Financial Modelling

In preparing this LTFP, Council has carried out detailed financial modelling to inform the community of the financial implications of the outcomes and strategies outlined in the Community Strategic Plan and associated actions detailed in Council's Delivery Program.

Key Elements

- General Fund operations/services reduced by 1% in 2015/16 and a further 1% in 2016/17 and maintain these savings over life of this plan
- Rural Roads maintenance increased by \$200k plus CPI in 2015/16 and a further \$200k plus CPI in 2016/17 and maintain this increase over the life of this plan
- Capital Works Program of \$51m including \$48m asset renewals
- Borrowings sourced for Capital Projects with intergenerational benefits within Council's debt service ratio policy

- General Rate Revenue increased by 10% including rate pegging for 2015/16 and 2016/17 and by rate pegging thereafter.
- Water Charges increased by 6% per annum over the life of the plan.
- Sewer Access Charges increased by 6% per annum and Sewer Usage Charges increased by 10% per annum over the life of the plan.
- All amounts are shown in real values (2015/16 dollars)

Appendix 1

Financial Modelling Outputs

The following financial modelling outputs are provided:

- **Projected Income & Expenditure Statement**
- **Projected Cash Flow Statement**
- **Projected Balance Sheet**
- **Key Financial Indicators and Supporting Financial Strategies**

ALL COUNCIL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	5,274,586	5,747,967	5,941,330	6,141,796	6,349,658	6,565,219	6,788,800	7,020,732	7,261,367	7,511,069
User Charges & Fees	13,047,094	13,486,114	13,950,680	14,426,086	14,920,933	15,436,282	15,973,270	16,533,117	17,117,023	17,727,201
Interest & Investment Revenue	423,132	431,998	442,778	454,941	468,499	483,464	501,848	520,664	543,923	569,641
Other Revenues	677,726	698,478	719,432	741,015	763,246	786,143	809,727	834,019	859,040	884,811
Grants & Contributions provided for Operating Purposes	6,214,579	6,347,405	6,558,525	6,785,410	6,984,477	7,184,239	7,389,864	7,601,382	7,821,348	8,054,530
Grants & Contributions provided for Capital Purposes	1,330,000	164,800	169,744	174,836	180,081	185,484	191,048	196,780	202,683	208,764
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	26,967,117	26,876,761	27,782,488	28,724,084	29,666,894	30,640,831	31,654,558	32,706,694	33,805,384	34,956,016
Expenses from Continuing Operations										
Employee Costs	12,137,875	12,274,823	12,645,682	13,047,622	13,418,893	13,843,916	14,237,045	14,686,643	15,098,553	15,545,481
Borrowing Costs	181,713	221,008	198,952	199,587	189,671	165,071	136,089	106,010	72,409	51,178
Materials & Contracts	7,406,829	7,533,635	7,795,512	7,995,082	8,231,767	8,521,451	8,735,712	8,997,373	9,268,330	9,547,225
Depreciation & Amortisation	4,674,303	4,674,303	4,674,303	4,674,303	4,674,303	4,674,303	4,674,303	4,674,303	4,674,303	4,674,303
Other Expenses	1,873,155	1,956,350	1,987,230	2,046,847	2,108,253	2,201,500	2,236,645	2,303,745	2,372,857	2,444,043
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	26,273,874	26,660,119	27,301,679	27,963,441	28,622,887	29,406,241	30,019,795	30,768,073	31,486,452	32,262,230
NET OPERATING RESULT FOR THE YEAR	693,243	216,642	480,809	760,643	1,044,006	1,234,590	1,634,763	1,938,620	2,318,932	2,693,786
Net Operating Result before capital grants & contributions	-636,757	51,842	311,065	585,807	863,925	1,049,106	1,443,715	1,741,840	2,116,249	2,485,022

**ALL COUNCIL
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25**

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	12,530,851	11,779,867	11,595,769	12,522,906	13,138,097	13,974,569	15,165,870	16,736,568	18,553,644	20,685,036
Receivables	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003
Inventories	1,597,639	1,527,639	1,501,639	1,569,639	1,541,639	1,403,639	1,329,639	1,316,639	1,303,639	1,290,639
Total Current Assets	16,331,493	15,510,509	15,300,411	16,295,548	16,882,739	17,581,211	18,698,512	20,256,210	22,060,286	24,178,678
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041
Infrastructure, Property, Plant & Equipment	345,552,721	347,365,656	347,579,259	347,442,194	347,617,966	347,691,703	347,618,082	347,400,135	347,438,347	347,624,261
Total Non Current Assets	345,877,762	347,690,697	347,904,300	347,767,235	347,943,007	348,016,744	347,943,123	347,725,176	347,763,388	347,949,302
TOTAL ASSETS	362,209,255	363,201,207	363,204,711	364,062,783	364,825,746	365,597,955	366,641,635	367,981,386	369,823,674	372,127,981
LIABILITIES										
Current Liabilities										
Payables	10,766,431	10,766,431	10,766,431	10,766,431	10,766,431	10,766,431	10,766,431	10,766,431	10,766,431	10,766,431
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	534,690	577,304	502,572	581,043	562,381	591,083	598,869	476,644	389,479	211,515
Provisions	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030
Total Current Liabilities	13,863,151	13,905,765	13,831,033	13,909,504	13,890,842	13,919,544	13,927,330	13,805,105	13,717,940	13,539,976
Non Current Liabilities										
Borrowings	2,676,429	3,409,125	3,006,553	3,025,510	2,763,129	2,272,046	1,673,177	1,196,533	807,054	595,539
Provisions	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033
Total Non Current Liabilities	3,208,462	3,941,158	3,538,586	3,557,543	3,295,162	2,804,079	2,205,210	1,728,566	1,339,087	1,127,572
TOTAL LIABILITIES	17,071,613	17,846,923	17,369,619	17,467,047	17,186,004	16,723,623	16,132,540	15,533,671	15,057,027	14,667,548
NET ASSETS	345,137,642	345,354,284	345,835,092	346,595,736	347,639,742	348,874,332	350,509,095	352,447,715	354,766,647	357,460,433
EQUITY										
Retained Earnings	75,353,375	75,570,017	76,050,825	76,811,469	77,855,475	79,090,065	80,724,828	82,663,448	84,982,380	87,676,166
Revaluation Reserves	269,784,267	269,784,267	269,784,267	269,784,267	269,784,267	269,784,267	269,784,267	269,784,267	269,784,267	269,784,267
TOTAL EQUITY	345,137,642	345,354,284	345,835,092	346,595,736	347,639,742	348,874,332	350,509,095	352,447,715	354,766,647	357,460,433

ALL COUNCIL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	5,274,586	5,747,967	5,941,330	6,141,796	6,349,658	6,565,219	6,788,800	7,020,732	7,261,367	7,511,069
User Charges & Fees	13,047,094	13,486,114	13,950,680	14,426,086	14,920,933	15,436,282	15,973,270	16,533,117	17,117,023	17,727,201
Interest & Investment Revenue	423,132	431,998	442,778	454,941	468,499	483,464	501,848	520,664	543,923	569,641
Grants & Contributions	7,544,579	6,512,205	6,728,269	6,960,246	7,164,558	7,369,723	7,580,913	7,798,162	8,024,031	8,263,293
Other	677,726	698,478	719,432	741,015	763,246	786,143	809,727	834,019	859,040	884,811
Payments:										
Employee Costs	-12,137,875	-12,274,823	-12,645,682	-13,047,622	-13,418,893	-13,843,916	-14,237,045	-14,686,643	-15,098,553	-15,545,481
Materials & Contracts	-7,270,829	-7,463,635	-7,769,512	-8,063,082	-8,203,767	-8,383,451	-8,661,712	-8,984,373	-9,255,330	-9,534,225
Borrowing Costs	-181,713	-221,008	-198,952	-199,587	-189,671	-165,071	-136,089	-106,010	-72,409	-51,178
Other	-1,873,155	-1,956,350	-1,987,230	-2,046,847	-2,108,253	-2,201,500	-2,236,645	-2,303,745	-2,372,857	-2,444,043
Net Cash provided (or used in) Operating Activities	5,503,546	4,960,945	5,181,112	5,366,946	5,746,309	6,046,893	6,383,066	6,625,923	7,006,235	7,381,089
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	516,000	412,800	483,700	561,200	377,000	589,400	481,900	363,200	439,800	439,800
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-6,949,914	-6,900,038	-5,371,606	-5,098,437	-5,227,076	-5,337,440	-5,082,582	-4,819,555	-5,152,315	-5,300,018
Net Cash provided (or used in) Investing Activities	-6,433,914	-6,487,238	-4,887,906	-4,537,237	-4,850,076	-4,748,040	-4,600,682	-4,456,355	-4,712,515	-4,860,218
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	845,000	1,310,000	100,000	600,000	300,000	100,000	0	0	0	0
Proceeds from Retirement Complex Contributions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:										
Repayment of Borrowings & Advances	-489,446	-534,690	-577,304	-502,572	-581,043	-562,381	-591,083	-598,869	-476,644	-389,479
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	355,554	775,310	-477,304	97,428	-281,043	-462,381	-591,083	-598,869	-476,644	-389,479
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-574,814	-750,983	-184,098	927,137	615,191	836,472	1,191,301	1,570,699	1,817,076	2,131,392
plus Cash & Equivalents at beginning of year	13,105,665	12,530,851	11,779,867	11,595,769	12,522,906	13,138,097	13,974,569	15,165,870	16,736,568	18,553,644
CASH & EQUIVALENTS AT YEAR END	12,530,851	11,779,867	11,595,769	12,522,906	13,138,097	13,974,569	15,165,870	16,736,568	18,553,644	20,685,036
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	12,530,851	11,779,867	11,595,769	12,522,906	13,138,097	13,974,569	15,165,870	16,736,568	18,553,644	20,685,036

ALL COUNCIL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	2.57%	0.81%	1.73%	2.65%	3.52%	4.03%	5.16%	5.93%	6.86%	7.71%
Own Source Revenue Ratio Achieve better than 60%	72.02%	75.77%	75.78%	75.77%	75.85%	75.95%	76.05%	76.16%	76.26%	76.36%
Building & Asset Renewals Ratio Achieve better than 100%	137.10%	127.12%	100.13%	91.46%	101.58%	97.62%	97.17%	95.32%	98.10%	107.18%
Infrastructure Backlog Ratio Achieve less than 2%	2.41%	2.25%	2.11%	1.96%	1.82%	1.67%	1.52%	1.38%	1.23%	1.09%
Asset Maintenance Ratio Achieve better than 100%	92.43%	97.27%	98.63%	99.99%	101.35%	102.71%	104.07%	105.43%	106.79%	108.15%
Debt Service Ratio Achieve greater than 0% but less than 20%	2.95%	3.19%	3.18%	2.78%	2.95%	2.70%	2.61%	2.44%	1.84%	1.43%
Real Operating Expenditure Achieve a decrease over time	5.85	5.77	5.69	5.57	5.40	5.25	5.22	5.19	5.17	5.13
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	2.40%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	7.60%	7.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	845,000	1,310,000	100,000	600,000	300,000	100,000	0	0	0	0
Increase above CPI in Rural Roads Expenditure	424,360	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540
Increase in Rural Roads Renewls Expenditure	0	455,000	455,000	455,000	455,000	455,000	455,000	455,000	455,000	455,000
Proposed Operational Savings	215,780	340,759	350,982	361,511	372,357	383,527	395,033	406,884	419,091	431,663

CONSOLIDATED GENERAL FUND
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	4,620,623	5,053,897	5,204,721	5,360,069	5,520,078	5,684,886	5,854,639	6,029,485	6,209,576	6,395,070
User Charges & Fees	12,038,651	12,398,661	12,776,648	13,158,132	13,551,061	13,955,778	14,372,636	14,802,001	15,244,134	15,699,658
Interest & Investment Revenue	351,730	362,282	373,150	384,345	395,875	407,751	419,984	432,584	445,561	458,928
Other Revenues	677,726	698,478	719,432	741,015	763,246	786,143	809,727	834,019	859,040	884,811
Grants & Contributions provided for Operating Purposes	6,169,742	6,302,612	6,513,887	6,740,793	6,935,825	7,136,632	7,343,284	7,555,913	7,776,388	8,008,237
Grants & Contributions provided for Capital Purposes	220,000	164,800	169,744	174,836	180,081	185,484	191,048	196,780	202,683	208,764
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	24,078,472	24,980,729	25,757,582	26,559,191	27,346,166	28,156,674	28,991,320	29,850,781	30,737,382	31,655,467
Expenses from Continuing Operations										
Employee Costs	11,642,986	11,765,088	12,120,654	12,506,843	12,861,891	13,270,204	13,646,122	14,077,992	14,471,643	14,899,763
Borrowing Costs	151,789	193,800	174,514	178,058	171,151	149,815	124,215	97,693	67,826	49,529
Materials & Contracts	6,855,892	7,054,438	7,301,245	7,485,223	7,705,772	7,978,752	8,175,715	8,419,458	8,671,846	8,931,493
Depreciation & Amortisation	4,026,992	4,026,992	4,026,992	4,026,992	4,026,992	4,026,992	4,026,992	4,026,992	4,026,992	4,026,992
Other Expenses	1,623,957	1,699,676	1,722,856	1,774,542	1,827,778	1,912,611	1,939,090	1,997,262	2,057,180	2,118,896
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	24,301,615	24,739,994	25,346,261	25,971,658	26,593,585	27,338,374	27,912,134	28,619,397	29,295,487	30,026,674
NET OPERATING RESULT FOR THE YEAR	-223,143	240,736	411,321	587,533	752,581	818,300	1,079,186	1,231,385	1,441,895	1,628,793
Net Operating Result before capital grants & contributions	-443,143	75,936	241,577	412,697	572,500	632,816	888,138	1,034,605	1,239,211	1,420,029

**CONSOLIDATED GENERAL FUND
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25**

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	9,485,146	9,069,027	8,913,606	9,382,833	9,824,808	10,421,464	11,257,044	12,213,919	13,240,181	14,611,340
Receivables	1,993,073	1,993,073	1,993,073	1,993,073	1,993,073	1,993,073	1,993,073	1,993,073	1,993,073	1,993,073
Inventories	1,597,639	1,527,639	1,501,639	1,569,639	1,541,639	1,403,639	1,329,639	1,316,639	1,303,639	1,290,639
Total Current Assets	13,075,858	12,589,739	12,408,318	12,945,545	13,359,520	13,818,176	14,579,756	15,523,631	16,536,893	17,895,052
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041
Infrastructure, Property, Plant & Equipment	323,297,464	324,856,460	325,031,499	325,241,745	325,364,828	325,330,876	325,129,566	324,893,930	324,925,453	324,848,678
Total Non Current Assets	323,622,505	325,181,501	325,356,540	325,566,786	325,689,869	325,655,917	325,454,607	325,218,971	325,250,494	325,173,719
TOTAL ASSETS	336,698,363	337,771,240	337,764,858	338,512,330	339,049,389	339,474,093	340,034,363	340,742,602	341,787,386	343,068,772
LIABILITIES										
Current Liabilities										
Payables	10,730,590	10,730,590	10,730,590	10,730,590	10,730,590	10,730,590	10,730,590	10,730,590	10,730,590	10,730,590
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	477,858	517,703	440,061	515,523	493,596	518,916	523,146	397,110	347,408	211,100
Provisions	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030
Total Current Liabilities	13,770,478	13,810,323	13,732,681	13,808,143	13,786,216	13,811,536	13,815,766	13,689,730	13,640,028	13,503,720
Non Current Liabilities										
Borrowings	2,150,102	2,942,399	2,602,338	2,686,815	2,493,219	2,074,303	1,551,157	1,154,047	806,639	595,539
Provisions	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033
Total Non Current Liabilities	2,682,135	3,474,432	3,134,371	3,218,848	3,025,252	2,606,336	2,083,190	1,686,080	1,338,672	1,127,572
TOTAL LIABILITIES	16,452,613	17,284,755	16,867,052	17,026,991	16,811,468	16,417,872	15,898,956	15,375,810	14,978,700	14,631,292
NET ASSETS	320,245,750	320,486,485	320,897,806	321,485,339	322,237,921	323,056,221	324,135,407	325,366,792	326,808,686	328,437,480
EQUITY										
Retained Earnings	55,766,275	56,007,010	56,418,331	57,005,864	57,758,446	58,576,746	59,655,932	60,887,317	62,329,211	63,958,005
Revaluation Reserves	264,479,475	264,479,475	264,479,475	264,479,475	264,479,475	264,479,475	264,479,475	264,479,475	264,479,475	264,479,475
TOTAL EQUITY	320,245,750	320,486,485	320,897,806	321,485,339	322,237,921	323,056,221	324,135,407	325,366,792	326,808,686	328,437,480

**CONSOLIDATED GENERAL FUND
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25**

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	4,620,623	5,053,897	5,204,721	5,360,069	5,520,078	5,684,886	5,854,639	6,029,485	6,209,576	6,395,070
User Charges & Fees	12,038,651	12,398,661	12,776,648	13,158,132	13,551,061	13,955,778	14,372,636	14,802,001	15,244,134	15,699,658
Interest & Investment Revenue	351,730	362,282	373,150	384,345	395,875	407,751	419,984	432,584	445,561	458,928
Grants & Contributions	6,389,742	6,467,412	6,683,631	6,915,630	7,115,906	7,322,115	7,534,333	7,752,693	7,979,071	8,217,000
Other	677,726	698,478	719,432	741,015	763,246	786,143	809,727	834,019	859,040	884,811
Payments:										
Employee Costs	-11,642,986	-11,765,088	-12,120,654	-12,506,843	-12,861,891	-13,270,204	-13,646,122	-14,077,992	-14,471,643	-14,899,763
Materials & Contracts	-6,719,892	-6,984,438	-7,275,245	-7,553,223	-7,677,772	-7,840,752	-8,101,715	-8,406,458	-8,658,846	-8,918,493
Borrowing Costs	-151,789	-193,800	-174,514	-178,058	-171,151	-149,815	-124,215	-97,693	-67,826	-49,529
Other	-1,623,957	-1,699,676	-1,722,856	-1,774,542	-1,827,778	-1,912,611	-1,939,090	-1,997,262	-2,057,180	-2,118,896
Net Cash provided (or used in) Operating Activities	3,939,849	4,337,728	4,464,313	4,546,525	4,807,573	4,983,292	5,180,178	5,271,377	5,481,887	5,668,785
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	516,000	412,800	483,700	561,200	377,000	589,400	481,900	363,200	439,800	439,800
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-5,197,614	-5,998,788	-4,685,731	-4,798,437	-4,527,076	-4,582,440	-4,307,582	-4,154,555	-4,498,315	-4,390,018
Net Cash provided (or used in) Investing Activities	-4,681,614	-5,585,988	-4,202,031	-4,237,237	-4,150,076	-3,993,040	-3,825,682	-3,791,355	-4,058,515	-3,950,218
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	845,000	1,310,000	100,000	600,000	300,000	100,000	0	0	0	0
Proceeds from Retirement Complex Contributions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:										
Repayment of Borrowings & Advances	-435,329	-477,858	-517,703	-440,061	-515,523	-493,596	-518,916	-523,146	-397,110	-347,408
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	409,671	832,142	-417,703	159,939	-215,523	-393,596	-518,916	-523,146	-397,110	-347,408
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-332,094	-416,119	-155,421	469,227	441,975	596,656	835,580	956,875	1,026,261	1,371,160
plus Cash & Equivalents at beginning of year	9,817,240	9,485,146	9,069,027	8,913,606	9,382,833	9,824,808	10,421,464	11,257,044	12,213,919	13,240,181
CASH & EQUIVALENTS AT YEAR END	9,485,146	9,069,027	8,913,606	9,382,833	9,824,808	10,421,464	11,257,044	12,213,919	13,240,181	14,611,340
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	9,485,146	9,069,027	8,913,606	9,382,833	9,824,808	10,421,464	11,257,044	12,213,919	13,240,181	14,611,340

**CONSOLIDATED GENERAL FUND
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25**

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	-0.93%	0.96%	1.60%	2.21%	2.75%	2.91%	3.72%	4.13%	4.69%	5.15%
Own Source Revenue Ratio Achieve better than 60%	73.46%	74.11%	74.05%	73.96%	73.98%	74.00%	74.01%	74.03%	74.04%	74.04%
Building & Asset Renewals Ratio Achieve better than 100%	106.48%	124.35%	98.79%	101.80%	100.07%	93.26%	92.00%	93.62%	97.43%	99.53%
Infrastructure Backlog Ratio Achieve less than 2%	1.55%	1.38%	1.23%	1.07%	0.92%	0.76%	0.60%	0.45%	0.29%	0.14%
Asset Maintenance Ratio Achieve better than 100%	88.18%	93.72%	95.27%	96.83%	98.38%	99.94%	101.49%	103.05%	104.60%	106.15%
Debt Service Ratio Achieve greater than 0% but less than 20%	3.29%	3.60%	3.60%	3.12%	3.37%	3.07%	2.98%	2.79%	2.03%	1.68%
Real Operating Expenditure Achieve a decrease over time	5.41	5.35	5.28	5.17	5.02	4.87	4.85	4.82	4.81	4.77
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	2.40%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	7.60%	7.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	845,000	1,310,000	100,000	600,000	300,000	100,000	0	0	0	0
Increase above CPI in Rural Roads Expenditure	424,360	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540
Increase in Rural Roads Renewls Expenditure	0	455,000	455,000	455,000	455,000	455,000	455,000	455,000	455,000	455,000
Proposed Operational Savings	215,780	340,759	350,982	361,511	372,357	383,527	395,033	406,884	419,091	431,663

GENERAL FUND											
PROJECTED INCOME & EXPENDITURE STATEMENT											
10 Year Period 2015/16 to 2024/25											
	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Income from Continuing Operations											
Rates & Annual Charges	4,620,623	5,053,897	5,204,721	5,360,069	5,520,078	5,684,886	5,854,639	6,029,485	6,209,576	6,395,070	
User Charges & Fees	4,381,092	4,511,375	4,652,744	4,790,511	4,932,411	5,078,569	5,229,111	5,384,169	5,543,894	5,708,411	
Interest & Investment Revenue	189,468	195,152	201,007	207,037	213,248	219,645	226,235	233,022	240,012	247,213	
Other Revenues	322,415	332,507	342,483	352,757	363,340	374,240	385,467	397,031	408,942	421,210	
Grants & Contributions provided for Operating Purposes	5,675,474	5,794,822	5,992,322	6,204,941	6,385,356	6,571,035	6,762,129	6,958,789	7,162,780	7,377,663	
Grants & Contributions provided for Capital Purposes	220,000	164,800	169,744	174,836	180,081	185,484	191,048	196,780	202,683	208,764	
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0	
Total Income from Continuing Operations	15,409,072	16,052,554	16,563,019	17,090,151	17,594,514	18,113,859	18,648,629	19,199,276	19,767,888	20,358,331	
Expenses from Continuing Operations											
Employee Costs	5,258,303	5,188,865	5,347,145	5,530,128	5,675,875	5,868,607	6,022,477	6,225,637	6,383,718	6,569,201	
Borrowing Costs	136,702	180,015	162,081	167,030	161,583	141,763	117,739	92,853	64,686	47,697	
Materials & Contracts	5,401,910	5,604,010	5,800,887	5,946,924	6,121,151	6,340,726	6,495,808	6,689,562	6,890,159	7,096,774	
Depreciation & Amortisation	3,798,266	3,798,266	3,798,266	3,798,266	3,798,266	3,798,266	3,798,266	3,798,266	3,798,266	3,798,266	
Other Expenses	1,361,090	1,428,923	1,443,981	1,487,300	1,531,919	1,607,876	1,625,213	1,673,969	1,724,188	1,775,914	
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0	
Total Expenses from Continuing Operations	15,956,271	16,200,078	16,552,359	16,929,648	17,288,794	17,757,238	18,059,502	18,480,288	18,861,017	19,287,851	
NET OPERATING RESULT FOR THE YEAR	-547,199	-147,525	10,661	160,503	305,720	356,621	589,127	718,989	906,871	1,070,480	
Net Operating Result before capital grants & contributions	-767,199	-312,325	-159,083	-14,333	125,639	171,137	398,079	522,209	704,188	861,716	

GENERAL FUND
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	3,440,014	3,331,052	2,934,670	3,005,051	3,429,038	3,605,793	4,035,217	4,610,950	5,206,030	6,130,090
Receivables	1,438,596	1,438,596	1,438,596	1,438,596	1,438,596	1,438,596	1,438,596	1,438,596	1,438,596	1,438,596
Inventories	1,552,618	1,482,618	1,456,618	1,524,618	1,496,618	1,358,618	1,284,618	1,271,618	1,258,618	1,245,618
Total Current Assets	6,431,228	6,252,266	5,829,884	5,968,265	6,364,252	6,403,007	6,758,431	7,321,164	7,903,244	8,814,304
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041
Infrastructure, Property, Plant & Equipment	302,232,870	303,131,242	303,182,727	303,402,339	303,135,559	303,100,356	302,857,245	302,534,092	302,507,211	302,365,969
Total Non Current Assets	302,557,911	303,456,283	303,507,768	303,727,380	303,460,600	303,425,397	303,182,286	302,859,133	302,832,252	302,691,010
TOTAL ASSETS	308,989,139	309,708,549	309,337,652	309,695,645	309,824,852	309,828,404	309,940,717	310,180,297	310,735,496	311,505,314
LIABILITIES										
Current Liabilities										
Payables	992,090	992,090	992,090	992,090	992,090	992,090	992,090	992,090	992,090	992,090
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	443,065	481,558	402,510	476,513	453,070	476,814	479,408	351,672	300,662	210,640
Provisions	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030
Total Current Liabilities	3,997,185	4,035,678	3,956,630	4,030,633	4,007,190	4,030,934	4,033,528	3,905,792	3,854,782	3,764,760
Non Current Liabilities										
Borrowings	1,818,386	2,646,828	2,344,318	2,467,805	2,314,735	1,937,921	1,458,513	1,106,841	806,179	595,539
Provisions	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033
Total Non Current Liabilities	2,350,419	3,178,861	2,876,351	2,999,838	2,846,768	2,469,954	1,990,546	1,638,874	1,338,212	1,127,572
TOTAL LIABILITIES	6,347,604	7,214,539	6,832,981	7,030,471	6,853,958	6,500,888	6,024,074	5,544,666	5,192,994	4,892,332
NET ASSETS	302,641,535	302,494,010	302,504,671	302,665,174	302,970,894	303,327,516	303,916,643	304,635,631	305,542,502	306,612,982
EQUITY										
Retained Earnings	46,633,541	46,486,016	46,496,677	46,657,180	46,962,900	47,319,522	47,908,649	48,627,637	49,534,508	50,604,988
Revaluation Reserves	256,007,994	256,007,994	256,007,994	256,007,994	256,007,994	256,007,994	256,007,994	256,007,994	256,007,994	256,007,994
TOTAL EQUITY	302,641,535	302,494,010	302,504,671	302,665,174	302,970,894	303,327,516	303,916,643	304,635,631	305,542,502	306,612,982

GENERAL FUND
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	4,620,623	5,053,897	5,204,721	5,360,069	5,520,078	5,684,886	5,854,639	6,029,485	6,209,576	6,395,070
User Charges & Fees	4,381,092	4,511,375	4,652,744	4,790,511	4,932,411	5,078,569	5,229,111	5,384,169	5,543,894	5,708,411
Interest & Investment Revenue	189,468	195,152	201,007	207,037	213,248	219,645	226,235	233,022	240,012	247,213
Grants & Contributions	5,895,474	5,959,622	6,162,066	6,379,777	6,565,438	6,756,519	6,953,177	7,155,569	7,365,463	7,586,427
Other	322,415	332,507	342,483	352,757	363,340	374,240	385,467	397,031	408,942	421,210
Payments:										
Employee Costs	-5,258,303	-5,188,865	-5,347,145	-5,530,128	-5,675,875	-5,868,607	-6,022,477	-6,225,637	-6,383,718	-6,569,201
Materials & Contracts	-5,265,910	-5,534,010	-5,774,887	-6,014,924	-6,093,151	-6,202,726	-6,421,808	-6,676,562	-6,877,159	-7,083,774
Borrowing Costs	-136,702	-180,015	-162,081	-167,030	-161,583	-141,763	-117,739	-92,853	-64,686	-47,697
Other	-1,361,090	-1,428,923	-1,443,981	-1,487,300	-1,531,919	-1,607,876	-1,625,213	-1,673,969	-1,724,188	-1,775,914
Net Cash provided (or used in) Operating Activities	3,387,067	3,720,741	3,834,927	3,890,769	4,131,986	4,292,887	4,461,393	4,530,255	4,718,137	4,881,746
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	481,000	372,800	458,700	536,200	327,000	564,400	456,900	323,200	404,800	404,800
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-4,552,614	-5,069,438	-4,308,450	-4,554,079	-3,858,486	-4,327,462	-4,012,055	-3,798,313	-4,176,185	-4,061,824
Net Cash provided (or used in) Investing Activities	-4,071,614	-4,696,638	-3,849,750	-4,017,879	-3,531,486	-3,763,062	-3,555,155	-3,475,113	-3,771,385	-3,657,024
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	845,000	1,310,000	100,000	600,000	300,000	100,000	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-401,838	-443,065	-481,558	-402,510	-476,513	-453,070	-476,814	-479,408	-351,672	-300,662
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	443,162	866,935	-381,558	197,490	-176,513	-353,070	-476,814	-479,408	-351,672	-300,662
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-241,385	-108,962	-396,382	70,381	423,987	176,755	429,424	575,734	595,080	924,060
plus Cash & Equivalents at beginning of year	3,681,399	3,440,014	3,331,052	2,934,670	3,005,051	3,429,038	3,605,793	4,035,217	4,610,950	5,206,030
CASH & EQUIVALENTS AT YEAR END	3,440,014	3,331,052	2,934,670	3,005,051	3,429,038	3,605,793	4,035,217	4,610,950	5,206,030	6,130,090
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	3,440,014	3,331,052	2,934,670	3,005,051	3,429,038	3,605,793	4,035,217	4,610,950	5,206,030	6,130,090

GENERAL FUND
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	-3.55%	-0.92%	0.06%	0.94%	1.74%	1.97%	3.16%	3.74%	4.59%	5.26%
Own Source Revenue Ratio Achieve better than 60%	61.74%	62.87%	62.80%	62.67%	62.68%	62.70%	62.71%	62.73%	62.74%	62.74%
Building & Asset Renewals Ratio Achieve better than 100%	98.38%	122.37%	95.19%	102.14%	98.46%	92.77%	91.26%	92.79%	94.76%	96.79%
Infrastructure Backlog Ratio Achieve less than 2%	1.65%	1.48%	1.32%	1.15%	0.98%	0.82%	0.65%	0.48%	0.32%	0.15%
Asset Maintenance Ratio Achieve better than 100%	85.72%	91.52%	93.15%	94.78%	96.41%	98.04%	99.66%	101.29%	102.92%	104.55%
Debt Service Ratio Achieve greater than 0% but less than 20%	4.21%	4.65%	4.67%	4.01%	4.36%	3.95%	3.83%	3.58%	2.53%	2.06%
Real Operating Expenditure Achieve a decrease over time	3.56	3.50	3.45	3.38	3.28	3.18	3.16	3.13	3.12	3.08
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	2.40%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	7.60%	7.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	845,000	1,310,000	100,000	600,000	300,000	100,000	0	0	0	0
Increase above CPI in Rural Roads Expenditure	424,360	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540
Increase in Rural Roads Renewls Expenditure	0	455,000	455,000	455,000	455,000	455,000	455,000	455,000	455,000	455,000
Proposed Operational Savings	215,780	340,759	350,982	361,511	372,357	383,527	395,033	406,884	419,091	431,663

WATER SUPPLY
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	319,582	338,946	359,478	381,247	404,328	428,801	454,748	482,259	511,427	542,352
User Charges & Fees	530,545	562,675	596,777	632,972	671,392	712,177	755,474	801,441	850,245	902,636
Interest & Investment Revenue	61,860	63,716	65,627	67,596	69,624	71,713	73,864	76,080	78,362	80,713
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purpose	26,660	26,188	25,630	25,127	28,655	27,055	25,433	23,700	22,503	23,095
Grants & Contributions provided for Capital Purposes	1,110,000	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	2,048,647	991,525	1,047,511	1,106,942	1,174,000	1,239,745	1,309,519	1,383,480	1,462,538	1,548,796
Expenses from Continuing Operations										
Employee Costs	243,445	250,748	258,271	266,019	273,999	282,219	290,686	299,407	308,389	317,641
Borrowing Costs	23,889	21,694	19,465	17,118	14,693	12,035	9,283	6,381	3,327	916
Materials & Contracts	329,754	287,878	297,209	306,889	316,936	327,369	338,207	349,471	361,186	373,375
Depreciation & Amortisation	285,908	285,908	285,908	285,908	285,908	285,908	285,908	285,908	285,908	285,908
Other Expenses	136,553	140,650	144,869	149,215	153,692	158,302	163,051	167,943	172,981	178,171
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	1,019,549	986,878	1,005,722	1,025,149	1,045,228	1,065,834	1,087,135	1,109,110	1,131,791	1,156,010
NET OPERATING RESULT FOR THE YEAR	1,029,098	4,647	41,789	81,793	128,771	173,911	222,384	274,370	330,747	392,786
Net Operating Result before capital grants & contributions	-80,902	4,647	41,789	81,793	128,771	173,911	222,384	274,370	330,747	392,786

WATER SUPPLY
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,306,190	2,138,580	2,165,560	2,395,769	2,370,533	2,432,778	2,510,744	2,797,793	3,099,089	3,354,410
Receivables	145,574	145,574	145,574	145,574	145,574	145,574	145,574	145,574	145,574	145,574
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,451,764	2,284,154	2,311,134	2,541,343	2,516,107	2,578,352	2,656,318	2,943,367	3,244,663	3,499,984
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	11,760,526	11,889,868	11,859,535	11,663,627	11,767,719	11,826,811	11,915,903	11,844,995	11,813,087	11,927,179
Total Non Current Assets	11,760,526	11,889,868	11,859,535	11,663,627	11,767,719	11,826,811	11,915,903	11,844,995	11,813,087	11,927,179
TOTAL ASSETS	14,212,290	14,174,022	14,170,669	14,204,970	14,283,826	14,405,163	14,572,221	14,788,362	15,057,750	15,427,163
LIABILITIES										
Current Liabilities										
Payables	31,951	31,951	31,951	31,951	31,951	31,951	31,951	31,951	31,951	31,951
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	42,915	45,143	47,491	49,916	52,574	55,326	58,228	61,359	23,373	231
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	74,866	77,094	79,442	81,867	84,525	87,277	90,179	93,310	55,324	32,182
Non Current Liabilities										
Borrowings	393,641	348,498	301,007	251,091	198,517	143,191	84,963	23,604	231	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	393,641	348,498	301,007	251,091	198,517	143,191	84,963	23,604	231	0
TOTAL LIABILITIES	468,507	425,592	380,449	332,958	283,042	230,468	175,142	116,914	55,555	32,182
NET ASSETS	13,743,783	13,748,430	13,790,220	13,872,012	14,000,784	14,174,695	14,397,079	14,671,448	15,002,195	15,394,981
EQUITY										
Retained Earnings	11,442,040	11,446,687	11,488,477	11,570,269	11,699,041	11,872,952	12,095,336	12,369,705	12,700,452	13,093,238
Revaluation Reserves	2,301,743	2,301,743	2,301,743	2,301,743	2,301,743	2,301,743	2,301,743	2,301,743	2,301,743	2,301,743
TOTAL EQUITY	13,743,783	13,748,430	13,790,220	13,872,012	14,000,784	14,174,695	14,397,079	14,671,448	15,002,195	15,394,981

WATER SUPPLY
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	319,582	338,946	359,478	381,247	404,328	428,801	454,748	482,259	511,427	542,352
User Charges & Fees	530,545	562,675	596,777	632,972	671,392	712,177	755,474	801,441	850,245	902,636
Interest & Investment Revenue	61,860	63,716	65,627	67,596	69,624	71,713	73,864	76,080	78,362	80,713
Grants & Contributions	1,136,660	26,188	25,630	25,127	28,655	27,055	25,433	23,700	22,503	23,095
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-243,445	-250,748	-258,271	-266,019	-273,999	-282,219	-290,686	-299,407	-308,389	-317,641
Materials & Contracts	-329,754	-287,878	-297,209	-306,889	-316,936	-327,369	-338,207	-349,471	-361,186	-373,375
Borrowing Costs	-23,889	-21,694	-19,465	-17,118	-14,693	-12,035	-9,283	-6,381	-3,327	-916
Other	-136,553	-140,650	-144,869	-149,215	-153,692	-158,302	-163,051	-167,943	-172,981	-178,171
Net Cash provided (or used in) Operating Activities	1,315,006	290,555	327,697	367,701	414,679	459,819	508,292	560,278	616,655	678,694
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-1,471,300	-415,250	-255,575	-90,000	-390,000	-345,000	-375,000	-215,000	-254,000	-400,000
Net Cash provided (or used in) Investing Activities	-1,471,300	-415,250	-255,575	-90,000	-390,000	-345,000	-375,000	-215,000	-254,000	-400,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-40,720	-42,915	-45,143	-47,491	-49,916	-52,574	-55,326	-58,228	-61,359	-23,373
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-40,720	-42,915	-45,143	-47,491	-49,916	-52,574	-55,326	-58,228	-61,359	-23,373
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-197,014	-167,610	26,979	230,210	-25,237	62,245	77,966	287,050	301,296	255,321
plus Cash & Equivalents at beginning of year	2,503,204	2,306,190	2,138,580	2,165,560	2,395,769	2,370,533	2,432,778	2,510,744	2,797,793	3,099,089
CASH & EQUIVALENTS AT YEAR END	2,306,190	2,138,580	2,165,560	2,395,769	2,370,533	2,432,778	2,510,744	2,797,793	3,099,089	3,354,410
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	2,306,190	2,138,580	2,165,560	2,395,769	2,370,533	2,432,778	2,510,744	2,797,793	3,099,089	3,354,410

WATER SUPPLY
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	50.23%	0.47%	3.99%	7.39%	10.97%	14.03%	16.98%	19.83%	22.61%	25.36%
Own Source Revenue Ratio Achieve better than 60%	44.52%	97.36%	97.55%	97.73%	97.56%	97.82%	98.06%	98.29%	98.46%	98.51%
Building & Asset Renewals Ratio Achieve better than 100%	514.61%	145.24%	89.39%	31.48%	136.41%	120.67%	131.16%	75.20%	88.84%	139.91%
Infrastructure Backlog Ratio Achieve less than 2%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Maintenance Ratio Achieve better than 100%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%	120.87%
Debt Service Ratio Achieve greater than 0% but less than 20%	6.88%	6.52%	6.17%	5.84%	5.50%	5.21%	4.93%	4.67%	4.42%	1.57%
Real Operating Expenditure Achieve a decrease over time	0.23	0.21	0.21	0.21	0.20	0.19	0.19	0.19	0.19	0.19
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

SEWERAGE SERVICES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	334,381	355,124	377,131	400,480	425,252	451,532	479,412	508,989	540,364	573,647
User Charges & Fees	477,898	524,778	577,256	634,981	698,479	768,327	845,160	929,676	1,022,643	1,124,908
Interest & Investment Revenue	9,542	6,000	4,000	3,000	3,000	4,000	8,000	12,000	20,000	30,000
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	18,177	18,605	19,008	19,490	19,997	20,553	21,147	21,768	22,457	23,198
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	839,998	904,506	977,395	1,057,951	1,146,728	1,244,412	1,353,719	1,472,433	1,605,464	1,751,753
Expenses from Continuing Operations										
Employee Costs	251,444	258,987	266,757	274,760	283,002	291,493	300,237	309,244	318,522	328,077
Borrowing Costs	6,035	5,514	4,973	4,411	3,827	3,221	2,591	1,936	1,256	733
Materials & Contracts	221,183	191,318	197,058	202,970	209,059	215,331	221,791	228,444	235,298	242,357
Depreciation & Amortisation	361,403	361,403	361,403	361,403	361,403	361,403	361,403	361,403	361,403	361,403
Other Expenses	112,645	116,024	119,505	123,090	126,783	130,586	134,504	138,539	142,695	146,976
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	952,710	933,247	949,696	966,634	984,074	1,002,034	1,020,526	1,039,567	1,059,174	1,079,546
NET OPERATING RESULT FOR THE YEAR	-112,712	-28,741	27,699	91,317	162,654	242,378	333,193	432,866	546,291	672,207
Net Operating Result before capital grants & contributions	-112,712	-28,741	27,699	91,317	162,654	242,378	333,193	432,866	546,291	672,207

SEWERAGE SERVICES
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	739,515	572,260	516,604	744,304	942,757	1,120,327	1,398,082	1,724,856	2,214,375	2,719,286
Receivables	64,356	64,356	64,356	64,356	64,356	64,356	64,356	64,356	64,356	64,356
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	803,871	636,616	580,960	808,660	1,007,113	1,184,683	1,462,438	1,789,212	2,278,731	2,783,642
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	10,494,731	10,619,328	10,688,225	10,536,822	10,485,419	10,534,016	10,572,613	10,661,210	10,699,807	10,848,404
Total Non Current Assets	10,494,731	10,619,328	10,688,225	10,536,822	10,485,419	10,534,016	10,572,613	10,661,210	10,699,807	10,848,404
TOTAL ASSETS	11,298,602	11,255,944	11,269,185	11,345,482	11,492,532	11,718,699	12,035,051	12,450,422	12,978,538	13,632,046
LIABILITIES										
Current Liabilities										
Payables	3,890	3,890	3,890	3,890	3,890	3,890	3,890	3,890	3,890	3,890
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	13,917	14,458	15,020	15,604	16,211	16,841	17,495	18,175	18,698	184
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	17,807	18,348	18,910	19,494	20,101	20,731	21,385	22,065	22,588	4,074
Non Current Liabilities										
Borrowings	132,686	118,228	103,208	87,604	71,393	54,552	37,057	18,882	184	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	132,686	118,228	103,208	87,604	71,393	54,552	37,057	18,882	184	0
TOTAL LIABILITIES	150,493	136,576	122,118	107,098	91,494	75,283	58,442	40,947	22,772	4,074
NET ASSETS	11,148,109	11,119,368	11,147,067	11,238,384	11,401,038	11,643,416	11,976,609	12,409,475	12,955,766	13,627,972
EQUITY										
Retained Earnings	8,145,060	8,116,319	8,144,018	8,235,335	8,397,989	8,640,367	8,973,560	9,406,426	9,952,717	10,624,923
Revaluation Reserves	3,003,049	3,003,049	3,003,049	3,003,049	3,003,049	3,003,049	3,003,049	3,003,049	3,003,049	3,003,049
TOTAL EQUITY	11,148,109	11,119,368	11,147,067	11,238,384	11,401,038	11,643,416	11,976,609	12,409,475	12,955,766	13,627,972

SEWERAGE SERVICES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	334,381	355,124	377,131	400,480	425,252	451,532	479,412	508,989	540,364	573,647
User Charges & Fees	477,898	524,778	577,256	634,981	698,479	768,327	845,160	929,676	1,022,643	1,124,908
Interest & Investment Revenue	9,542	6,000	4,000	3,000	3,000	4,000	8,000	12,000	20,000	30,000
Grants & Contributions	18,177	18,605	19,008	19,490	19,997	20,553	21,147	21,768	22,457	23,198
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-251,444	-258,987	-266,757	-274,760	-283,002	-291,493	-300,237	-309,244	-318,522	-328,077
Materials & Contracts	-221,183	-191,318	-197,058	-202,970	-209,059	-215,331	-221,791	-228,444	-235,298	-242,357
Borrowing Costs	-6,035	-5,514	-4,973	-4,411	-3,827	-3,221	-2,591	-1,936	-1,256	-733
Other	-112,645	-116,024	-119,505	-123,090	-126,783	-130,586	-134,504	-138,539	-142,695	-146,976
Net Cash provided (or used in) Operating Activities	248,691	332,662	389,102	452,720	524,057	603,781	694,596	794,269	907,694	1,033,610
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-281,000	-486,000	-430,300	-210,000	-310,000	-410,000	-400,000	-450,000	-400,000	-510,000
Net Cash provided (or used in) Investing Activities	-281,000	-486,000	-430,300	-210,000	-310,000	-410,000	-400,000	-450,000	-400,000	-510,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-13,397	-13,917	-14,458	-15,020	-15,604	-16,211	-16,841	-17,495	-18,175	-18,698
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-13,397	-13,917	-14,458	-15,020	-15,604	-16,211	-16,841	-17,495	-18,175	-18,698
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-45,706	-167,255	-55,656	227,700	198,453	177,570	277,755	326,774	489,519	504,912
plus Cash & Equivalents at beginning of year	785,221	739,515	572,260	516,604	744,304	942,757	1,120,327	1,398,082	1,724,856	2,214,375
CASH & EQUIVALENTS AT YEAR END	739,515	572,260	516,604	744,304	942,757	1,120,327	1,398,082	1,724,856	2,214,375	2,719,286
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	739,515	572,260	516,604	744,304	942,757	1,120,327	1,398,082	1,724,856	2,214,375	2,719,286

SEWERAGE SERVICES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	-13.42%	-3.18%	2.83%	8.63%	14.18%	19.48%	24.61%	29.40%	34.03%	38.37%
Own Source Revenue Ratio Achieve better than 60%	97.84%	97.94%	98.06%	98.16%	98.26%	98.35%	98.44%	98.52%	98.60%	98.68%
Building & Asset Renewals Ratio Achieve better than 100%	77.75%	134.48%	119.06%	58.11%	85.78%	113.45%	110.68%	124.51%	110.68%	141.12%
Infrastructure Backlog Ratio Achieve less than 2%	28.59%	28.25%	28.07%	28.47%	28.61%	28.48%	28.38%	28.14%	28.04%	27.65%
Asset Maintenance Ratio Achieve better than 100%	106.01%	106.01%	106.01%	106.01%	106.01%	106.01%	106.01%	106.01%	106.01%	106.01%
Debt Service Ratio Achieve greater than 0% but less than 20%	2.31%	2.15%	1.99%	1.84%	1.69%	1.56%	1.44%	1.32%	1.21%	1.11%
Real Operating Expenditure Achieve a decrease over time	0.21	0.20	0.20	0.19	0.19	0.18	0.18	0.18	0.18	0.17
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

ORANA LIFESTYLE DIRECTIONS
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,337,720	3,437,852	3,540,987	3,647,217	3,756,633	3,869,332	3,985,412	4,104,975	4,228,124	4,354,968
Interest & Investment Revenue	44,507	45,842	47,217	48,634	50,093	51,596	53,144	54,738	56,380	58,072
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	3,382,227	3,483,694	3,588,205	3,695,851	3,806,726	3,920,928	4,038,556	4,159,713	4,284,504	4,413,039
Expenses from Continuing Operations										
Employee Costs	3,070,069	3,162,171	3,257,036	3,354,747	3,455,389	3,559,051	3,665,822	3,775,797	3,889,071	4,005,743
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	177,136	182,450	187,924	193,561	199,368	205,349	211,510	217,855	224,391	231,122
Depreciation & Amortisation	47,920	47,920	47,920	47,920	47,920	47,920	47,920	47,920	47,920	47,920
Other Expenses	40,637	41,856	43,112	44,405	45,737	47,109	48,523	49,978	51,478	53,022
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	3,335,762	3,434,397	3,535,991	3,640,633	3,748,415	3,859,429	3,973,775	4,091,550	4,212,859	4,337,807
NET OPERATING RESULT FOR THE YEAR	46,465	49,297	52,214	55,218	58,312	61,499	64,781	68,162	71,645	75,232
Net Operating Result before capital grants & contributions	46,465	49,297	52,214	55,218	58,312	61,499	64,781	68,162	71,645	75,232

**ORANA LIFESTYLE DIRECTIONS
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25**

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,452,214	929,131	983,656	1,040,866	825,843	888,669	954,429	948,213	1,020,110	1,095,214
Receivables	36,667	36,667	36,667	36,667	36,667	36,667	36,667	36,667	36,667	36,667
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	1,488,881	965,798	1,020,323	1,077,533	862,510	925,336	991,096	984,880	1,056,777	1,131,881
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	2,079,098	2,651,478	2,649,167	2,647,174	2,920,509	2,919,182	2,918,203	2,992,581	2,992,329	2,992,457
Total Non Current Assets	2,079,098	2,651,478	2,649,167	2,647,174	2,920,509	2,919,182	2,918,203	2,992,581	2,992,329	2,992,457
TOTAL ASSETS	3,567,979	3,617,276	3,669,490	3,724,708	3,783,019	3,844,518	3,909,299	3,977,461	4,049,106	4,124,338
LIABILITIES										
Current Liabilities										
Payables	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282
NET ASSETS	3,566,697	3,615,994	3,668,208	3,723,426	3,781,737	3,843,236	3,908,017	3,976,179	4,047,824	4,123,056
EQUITY										
Retained Earnings	2,857,886	2,907,183	2,959,397	3,014,615	3,072,926	3,134,425	3,199,206	3,267,368	3,339,013	3,414,245
Revaluation Reserves	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811	708,811
TOTAL EQUITY	3,566,697	3,615,994	3,668,208	3,723,426	3,781,737	3,843,236	3,908,017	3,976,179	4,047,824	4,123,056

ORANA LIFESTYLE DIRECTIONS
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,337,720	3,437,852	3,540,987	3,647,217	3,756,633	3,869,332	3,985,412	4,104,975	4,228,124	4,354,968
Interest & Investment Revenue	44,507	45,842	47,217	48,634	50,093	51,596	53,144	54,738	56,380	58,072
Grants & Contributions	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-3,070,069	-3,162,171	-3,257,036	-3,354,747	-3,455,389	-3,559,051	-3,665,822	-3,775,797	-3,889,071	-4,005,743
Materials & Contracts	-177,136	-182,450	-187,924	-193,561	-199,368	-205,349	-211,510	-217,855	-224,391	-231,122
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-40,637	-41,856	-43,112	-44,405	-45,737	-47,109	-48,523	-49,978	-51,478	-53,022
Net Cash provided (or used in) Operating Activities	94,385	97,217	100,134	103,138	106,232	109,419	112,701	116,082	119,565	123,152
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	25,000	40,000	25,000	25,000	40,000	25,000	25,000	40,000	25,000	25,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-120,000	-660,300	-70,609	-70,927	-361,255	-71,593	-71,941	-162,299	-72,668	-73,048
Net Cash provided (or used in) Investing Activities	-95,000	-620,300	-45,609	-45,927	-321,255	-46,593	-46,941	-122,299	-47,668	-48,048
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-615	-523,083	54,525	57,210	-215,023	62,826	65,761	-6,217	71,897	75,104
plus Cash & Equivalents at beginning of year	1,452,829	1,452,214	929,131	983,656	1,040,866	825,843	888,669	954,429	948,213	1,020,110
CASH & EQUIVALENTS AT YEAR END	1,452,214	929,131	983,656	1,040,866	825,843	888,669	954,429	948,213	1,020,110	1,095,214
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	1,452,214	929,131	983,656	1,040,866	825,843	888,669	954,429	948,213	1,020,110	1,095,214

ORANA LIFESTYLE DIRECTIONS
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	1.37%	1.42%	1.46%	1.49%	1.53%	1.57%	1.60%	1.64%	1.67%	1.70%
Own Source Revenue Ratio Achieve better than 60%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Building & Asset Renewals Ratio Achieve better than 100%	250.42%	1377.92%	147.35%	148.01%	753.87%	149.40%	150.13%	338.69%	151.64%	152.44%
Infrastructure Backlog Ratio Achieve less than 2%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Maintenance Ratio Achieve better than 100%	105.37%	105.37%	105.37%	105.37%	105.37%	105.37%	105.37%	105.37%	105.37%	105.37%
Debt Service Ratio Achieve greater than 0% but less than 20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Real Operating Expenditure Achieve a decrease over time	0.74	0.74	0.74	0.72	0.70	0.68	0.68	0.68	0.68	0.68
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

CARLGINDA ENTERPRISES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	382,792	394,276	406,104	418,287	430,836	443,761	457,074	470,786	484,909	499,457
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Other Revenues	144,414	148,746	153,209	157,805	162,539	167,415	172,438	177,611	182,939	188,428
Grants & Contributions provided for Operating Purpose	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	527,206	543,022	559,313	576,092	593,375	611,176	629,512	648,397	667,849	687,884
Expenses from Continuing Operations										
Employee Costs	413,468	425,872	438,648	451,808	465,362	479,323	493,702	508,513	523,769	539,482
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	78,066	80,408	82,820	85,305	87,864	90,500	93,215	96,011	98,891	101,858
Depreciation & Amortisation	16,786	16,786	16,786	16,786	16,786	16,786	16,786	16,786	16,786	16,786
Other Expenses	9,200	9,476	9,760	10,053	10,355	10,665	10,985	11,315	11,654	12,004
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	517,520	532,542	548,014	563,951	580,366	597,274	614,688	632,625	651,101	670,130
NET OPERATING RESULT FOR THE YEAR	9,686	10,480	11,298	12,141	13,009	13,903	14,823	15,772	16,748	17,754
Net Operating Result before capital grants & contributions	9,686	10,480	11,298	12,141	13,009	13,903	14,823	15,772	16,748	17,754

CARLGINDA ENTERPRISES
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	238,574	255,841	273,925	292,852	262,647	283,335	304,945	327,502	351,036	375,577
Receivables	6,767	6,767	6,767	6,767	6,767	6,767	6,767	6,767	6,767	6,767
Inventories	45,021	45,021	45,021	45,021	45,021	45,021	45,021	45,021	45,021	45,021
Total Current Assets	290,362	307,629	325,713	344,640	314,435	335,123	356,733	379,290	402,824	427,365
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	145,299	138,513	131,727	124,941	168,155	161,369	154,583	147,797	141,011	134,225
Total Non Current Assets	145,299	138,513	131,727	124,941	168,155	161,369	154,583	147,797	141,011	134,225
TOTAL ASSETS	435,661	446,142	457,440	469,581	482,590	496,492	511,316	527,087	543,835	561,590
LIABILITIES										
Current Liabilities										
Payables	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181
NET ASSETS	434,480	444,961	456,259	468,400	481,409	495,311	510,135	525,906	542,654	560,409
EQUITY										
Retained Earnings	434,480	444,961	456,259	468,400	481,409	495,311	510,135	525,906	542,654	560,409
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	434,480	444,961	456,259	468,400	481,409	495,311	510,135	525,906	542,654	560,409

CARLGINDA ENTERPRISES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	382,792	394,276	406,104	418,287	430,836	443,761	457,074	470,786	484,909	499,457
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Grants & Contributions	0	0	0	0	0	0	0	0	0	0
Other	144,414	148,746	153,209	157,805	162,539	167,415	172,438	177,611	182,939	188,428
Payments:										
Employee Costs	-413,468	-425,872	-438,648	-451,808	-465,362	-479,323	-493,702	-508,513	-523,769	-539,482
Materials & Contracts	-78,066	-80,408	-82,820	-85,305	-87,864	-90,500	-93,215	-96,011	-98,891	-101,858
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-9,200	-9,476	-9,760	-10,053	-10,355	-10,665	-10,985	-11,315	-11,654	-12,004
Net Cash provided (or used in) Operating Activities	26,472	27,266	28,084	28,927	29,795	30,689	31,609	32,558	33,534	34,540
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-10,000	-10,000	-10,000	-10,000	-60,000	-10,000	-10,000	-10,000	-10,000	-10,000
Net Cash provided (or used in) Investing Activities	-10,000	-10,000	-10,000	-10,000	-60,000	-10,000	-10,000	-10,000	-10,000	-10,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	16,472	17,266	18,084	18,927	-30,205	20,689	21,609	22,558	23,534	24,540
plus Cash & Equivalents at beginning of year	222,102	238,574	255,841	273,925	292,852	262,647	283,335	304,945	327,502	351,036
CASH & EQUIVALENTS AT YEAR END	238,574	255,841	273,925	292,852	262,647	283,335	304,945	327,502	351,036	375,577
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	238,574	255,841	273,925	292,852	262,647	283,335	304,945	327,502	351,036	375,577

CARLGINDA ENTERPRISES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	1.84%	1.93%	2.02%	2.11%	2.19%	2.27%	2.35%	2.43%	2.51%	2.58%
Own Source Revenue Ratio Achieve better than 60%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Building & Asset Renewals Ratio Achieve better than 100%	59.57%	59.57%	59.57%	59.57%	357.44%	59.57%	59.57%	59.57%	59.57%	59.57%
Infrastructure Backlog Ratio Achieve less than 2%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Maintenance Ratio Achieve better than 100%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Debt Service Ratio Achieve greater than 0% but less than 20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Real Operating Expenditure Achieve a decrease over time	0.12	0.12	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.10
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

COOEE LODGE
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,503,878	3,608,994	3,717,264	3,828,782	3,943,646	4,061,955	4,183,814	4,309,328	4,438,608	4,571,766
Interest & Investment Revenue	107,667	110,897	114,224	117,651	121,180	124,816	128,560	132,417	136,389	140,481
Other Revenues	210,897	217,224	223,741	230,453	237,366	244,487	251,822	259,377	267,158	275,173
Grants & Contributions provided for Operating Purposes	12,249	11,310	10,191	9,137	7,952	6,804	5,599	4,301	3,001	1,648
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	3,834,691	3,948,425	4,065,420	4,186,023	4,310,144	4,438,062	4,569,795	4,705,423	4,845,156	4,989,067
Expenses from Continuing Operations										
Employee Costs	2,392,066	2,463,828	2,537,743	2,613,875	2,692,291	2,773,060	2,856,252	2,941,939	3,030,198	3,121,104
Borrowing Costs	15,087	13,785	12,433	11,028	9,568	8,052	6,476	4,840	3,140	1,832
Materials & Contracts	881,635	855,239	887,291	907,110	934,218	968,640	990,899	1,020,521	1,051,032	1,082,458
Depreciation & Amortisation	153,711	153,711	153,711	153,711	153,711	153,711	153,711	153,711	153,711	153,711
Other Expenses	183,580	189,087	194,760	200,603	206,621	212,820	219,204	225,780	232,554	239,530
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	3,626,079	3,675,650	3,785,938	3,886,327	3,996,410	4,116,282	4,226,542	4,346,792	4,470,634	4,598,634
NET OPERATING RESULT FOR THE YEAR	208,612	272,775	279,482	299,696	313,735	321,779	343,253	358,631	374,522	390,433
Net Operating Result before capital grants & contributions	208,612	272,775	279,482	299,696	313,735	321,779	343,253	358,631	374,522	390,433

COOEE LODGE
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	3,850,191	3,997,834	4,146,660	4,414,998	4,656,490	4,934,953	5,228,618	5,531,189	5,802,970	6,084,224
Receivables	511,043	511,043	511,043	511,043	511,043	511,043	511,043	511,043	511,043	511,043
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	4,361,234	4,508,877	4,657,703	4,926,041	5,167,533	5,445,996	5,739,661	6,042,232	6,314,013	6,595,267
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	18,582,519	18,672,858	18,767,369	18,761,176	18,794,408	18,797,199	18,804,685	18,817,007	18,874,310	18,936,744
Total Non Current Assets	18,582,519	18,672,858	18,767,369	18,761,176	18,794,408	18,797,199	18,804,685	18,817,007	18,874,310	18,936,744
TOTAL ASSETS	22,943,753	23,181,735	23,425,072	23,687,217	23,961,942	24,243,195	24,544,346	24,859,239	25,188,323	25,532,010
LIABILITIES										
Current Liabilities										
Payables	9,597,028	9,597,028	9,597,028	9,597,028	9,597,028	9,597,028	9,597,028	9,597,028	9,597,028	9,597,028
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	34,793	36,145	37,551	39,010	40,526	42,102	43,738	45,438	46,746	460
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	9,631,821	9,633,173	9,634,579	9,636,038	9,637,554	9,639,130	9,640,766	9,642,466	9,643,774	9,597,488
Non Current Liabilities										
Borrowings	331,716	295,571	258,020	219,010	178,484	136,382	92,644	47,206	460	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	331,716	295,571	258,020	219,010	178,484	136,382	92,644	47,206	460	0
TOTAL LIABILITIES	9,963,537	9,928,744	9,892,599	9,855,048	9,816,038	9,775,512	9,733,410	9,689,672	9,644,234	9,597,488
NET ASSETS	12,980,216	13,252,991	13,532,473	13,832,169	14,145,904	14,467,683	14,810,936	15,169,567	15,544,089	15,934,522
EQUITY										
Retained Earnings	5,217,546	5,490,321	5,769,803	6,069,499	6,383,234	6,705,013	7,048,266	7,406,897	7,781,419	8,171,852
Revaluation Reserves	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670	7,762,670
TOTAL EQUITY	12,980,216	13,252,991	13,532,473	13,832,169	14,145,904	14,467,683	14,810,936	15,169,567	15,544,089	15,934,522

COOEE LODGE
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	3,503,878	3,608,994	3,717,264	3,828,782	3,943,646	4,061,955	4,183,814	4,309,328	4,438,608	4,571,766
Interest & Investment Revenue	107,667	110,897	114,224	117,651	121,180	124,816	128,560	132,417	136,389	140,481
Grants & Contributions	12,249	11,310	10,191	9,137	7,952	6,804	5,599	4,301	3,001	1,648
Other	210,897	217,224	223,741	230,453	237,366	244,487	251,822	259,377	267,158	275,173
Payments:										
Employee Costs	-2,392,066	-2,463,828	-2,537,743	-2,613,875	-2,692,291	-2,773,060	-2,856,252	-2,941,939	-3,030,198	-3,121,104
Materials & Contracts	-881,635	-855,239	-887,291	-907,110	-934,218	-968,640	-990,899	-1,020,521	-1,051,032	-1,082,458
Borrowing Costs	-15,087	-13,785	-12,433	-11,028	-9,568	-8,052	-6,476	-4,840	-3,140	-1,832
Other	-183,580	-189,087	-194,760	-200,603	-206,621	-212,820	-219,204	-225,780	-232,554	-239,530
Net Cash provided (or used in) Operating Activities	362,323	426,486	433,193	453,407	467,446	475,490	496,964	512,342	528,233	544,144
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	10,000	0	0	0	10,000	0	0	0	10,000	10,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipmen	-380,000	-244,050	-248,222	-147,518	-196,944	-156,502	-161,197	-166,033	-221,014	-226,144
Net Cash provided (or used in) Investing Activities	-370,000	-244,050	-248,222	-147,518	-186,944	-156,502	-161,197	-166,033	-211,014	-216,144
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Payments:										
Repayment of Borrowings & Advances	-33,491	-34,793	-36,145	-37,551	-39,010	-40,526	-42,102	-43,738	-45,438	-46,746
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	-33,491	-34,793	-36,145	-37,551	-39,010	-40,526	-42,102	-43,738	-45,438	-46,746
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-41,168	147,643	148,827	268,338	241,492	278,462	293,665	302,571	271,781	281,254
plus Cash & Equivalents at beginning of year	3,891,359	3,850,191	3,997,834	4,146,660	4,414,998	4,656,490	4,934,953	5,228,618	5,531,189	5,802,970
CASH & EQUIVALENTS AT YEAR END	3,850,191	3,997,834	4,146,660	4,414,998	4,656,490	4,934,953	5,228,618	5,531,189	5,802,970	6,084,224
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	3,850,191	3,997,834	4,146,660	4,414,998	4,656,490	4,934,953	5,228,618	5,531,189	5,802,970	6,084,224

COOEE LODGE
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	5.44%	6.91%	6.87%	7.16%	7.28%	7.25%	7.51%	7.62%	7.73%	7.83%
Own Source Revenue Ratio Achieve better than 60%	99.68%	99.71%	99.75%	99.78%	99.82%	99.85%	99.88%	99.91%	99.94%	99.97%
Building & Asset Renewals Ratio Achieve better than 100%	247.22%	158.77%	161.49%	95.97%	128.13%	101.82%	104.87%	108.02%	143.79%	147.12%
Infrastructure Backlog Ratio Achieve less than 2%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Maintenance Ratio Achieve better than 100%	141.44%	141.44%	141.44%	141.44%	141.44%	141.44%	141.44%	141.44%	141.44%	141.44%
Debt Service Ratio Achieve greater than 0% but less than 20%	1.27%	1.23%	1.19%	1.16%	1.13%	1.09%	1.06%	1.03%	1.00%	0.97%
Real Operating Expenditure Achieve a decrease over time	0.81	0.80	0.79	0.77	0.75	0.73	0.73	0.72	0.72	0.72
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0

JACK TOWNEY HOSTEL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	433,169	446,164	459,549	473,335	487,536	502,162	517,226	532,743	548,599	565,057
Interest & Investment Revenue	10,088	10,391	10,702	11,023	11,354	11,695	12,046	12,407	12,779	13,163
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purpose	482,019	496,480	511,374	526,715	542,517	558,792	575,556	592,823	610,607	628,925
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	925,276	953,034	981,625	1,011,074	1,041,406	1,072,648	1,104,828	1,137,973	1,171,985	1,207,145
Expenses from Continuing Operations										
Employee Costs	509,080	524,352	540,083	556,285	572,974	590,163	607,868	626,104	644,887	664,234
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	317,145	332,331	342,324	352,323	363,171	373,538	384,284	395,509	407,374	419,282
Depreciation & Amortisation	10,309	10,309	10,309	10,309	10,309	10,309	10,309	10,309	10,309	10,309
Other Expenses	29,450	30,334	31,244	32,181	33,146	34,141	35,165	36,220	37,306	38,426
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	865,984	897,326	923,959	951,099	979,600	1,008,150	1,037,626	1,068,142	1,099,877	1,132,250
NET OPERATING RESULT FOR THE YEAR	59,292	55,708	57,666	59,976	61,806	64,498	67,202	69,831	72,109	74,894
Net Operating Result before capital grants & contributions	59,292	55,708	57,666	59,976	61,806	64,498	67,202	69,831	72,109	74,894

JACK TOWNEY HOSTEL
PROJECTED BALANCE SHEET
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
ASSETS										
Current Assets										
Cash & Cash Equivalents	504,152	555,169	574,694	629,065	650,789	708,714	733,836	796,065	860,034	926,236
Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	504,152	555,169	574,694	629,065	650,789	708,714	733,836	796,065	860,034	926,236
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	257,678	262,369	300,510	306,115	346,196	352,770	394,850	402,452	410,591	419,284
Total Non Current Assets	257,678	262,369	300,510	306,115	346,196	352,770	394,850	402,452	410,591	419,284
TOTAL ASSETS	761,830	817,538	875,204	935,180	996,986	1,061,484	1,128,686	1,198,517	1,270,625	1,345,520
LIABILITIES										
Current Liabilities										
Payables	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009	139,009
NET ASSETS	622,821	678,529	736,195	796,171	857,977	922,475	989,677	1,059,508	1,131,616	1,206,511
EQUITY										
Retained Earnings	622,821	678,529	736,195	796,171	857,977	922,475	989,677	1,059,508	1,131,616	1,206,511
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	622,821	678,529	736,195	796,171	857,977	922,475	989,677	1,059,508	1,131,616	1,206,511

JACK TOWNEY HOSTEL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	433,169	446,164	459,549	473,335	487,536	502,162	517,226	532,743	548,599	565,057
Interest & Investment Revenue	10,088	10,391	10,702	11,023	11,354	11,695	12,046	12,407	12,779	13,163
Grants & Contributions	482,019	496,480	511,374	526,715	542,517	558,792	575,556	592,823	610,607	628,925
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-509,080	-524,352	-540,083	-556,285	-572,974	-590,163	-607,868	-626,104	-644,887	-664,234
Materials & Contracts	-317,145	-332,331	-342,324	-352,323	-363,171	-373,538	-384,284	-395,509	-407,374	-419,282
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-29,450	-30,334	-31,244	-32,181	-33,146	-34,141	-35,165	-36,220	-37,306	-38,426
Net Cash provided (or used in) Operating Activities	69,601	66,017	67,975	70,285	72,115	74,807	77,511	80,140	82,418	85,203
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-135,000	-15,000	-48,450	-15,914	-50,391	-16,883	-52,389	-17,911	-18,448	-19,002
Net Cash provided (or used in) Investing Activities	-135,000	-15,000	-48,450	-15,914	-50,391	-16,883	-52,389	-17,911	-18,448	-19,002
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-65,399	51,017	19,525	54,371	21,724	57,924	25,122	62,229	63,970	66,202
plus Cash & Equivalents at beginning of year	569,551	504,152	555,169	574,694	629,065	650,789	708,714	733,836	796,065	860,034
CASH & EQUIVALENTS AT YEAR END	504,152	555,169	574,694	629,065	650,789	708,714	733,836	796,065	860,034	926,236
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	504,152	555,169	574,694	629,065	650,789	708,714	733,836	796,065	860,034	926,236

JACK TOWNEY HOSTEL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2015/16 to 2024/25

	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23	FORECAST 2023/24	FORECAST 2024/25
Operating Performance Ratio Achieve better than 0%	6.41%	5.85%	5.87%	5.93%	5.93%	6.01%	6.08%	6.14%	6.15%	6.20%
Own Source Revenue Ratio Achieve better than 60%	47.91%	47.91%	47.91%	47.91%	47.91%	47.91%	47.91%	47.91%	47.90%	47.90%
Building & Asset Renewals Ratio Achieve better than 100%	1309.54%	145.50%	469.98%	154.37%	488.80%	163.77%	508.19%	173.74%	178.95%	184.32%
Infrastructure Backlog Ratio Achieve less than 2%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Maintenance Ratio Achieve better than 100%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Debt Service Ratio Achieve greater than 0% but less than 20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Real Operating Expenditure Achieve a decrease over time	0.19	0.19	0.19	0.19	0.18	0.18	0.18	0.18	0.18	0.18
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Proposed Operational Savings	0	0	0	0	0	0	0	0	0	0