

Financial statement assumptions and notes

The forecast model is based on the adopted 2016 budget and forecast out over the following nine years. Council's key goal was to meet the Fit for the Future benchmarks within a ten year period which it currently forecast to achieve on all bar the Infrastructure renewal ratio which it should meet the following year. The model was used to drive decisions around the allocation of funds for the 2015/16 budget which resulted in a slight reduction in operating expenditure compared to the 2014/15 budget.

Council recognises that there will be challenges ahead in meeting the forecasts and Fit for the Future benchmarks. It is committed to ensuring these targets are met and taking the necessary steps to make it happen.

Following are some brief notes on each of the major revenue and expenditure items.

Rates

The forecast includes a Special Rate Variation (SRV) commencing in the 2016/17 financial year. The variation will commence with two years at 4% followed by seven years at 3%. The rate peg moves from 2.4% in the 2015/16 financial year to 2.7% in the 2024/25 financial year. This is broadly in line with CPI expectations. Rates income will increase from \$6,279M in 2013/14 to \$10,949M in 2024/25 and largely drive the move from operating deficit to surplus. Rates charged to General Fund properties have been removed from the forecast.

Annual charges

Our Annual Charges relate to our Domestic Waste and Waste Management Services. These are forecast to grow above the CPI over the 2017 and 2018 years and then increase largely in line with CPI expectations. A new Organics Collection was introduced in late 2014 along with a charge for the service. At the time of preparing the 2015 budget this service was not confirmed and as such not included in the revenue. This has resulted in a large increase between 2015 and 2016.

User charges and fees

User charges and fees dropped significantly between 2014 and 2015 due to some one-off private works undertaken in 2014. The majority of these revenue items are forecast to grow based on CPI expectations. The exception to this is the Residential aged care fee for Yallambee which increases 6% in 2017 and 3% in 2018 and 2019 before falling back in line with CPI. This is a result of the facility undergoing a transition from being low care to both high and low care. With the provision of additional services fees are higher.

Interest and investment revenue

Interest on investments has been calculated by looking at the expected end of year cash balances and average annual interest rate. For the 2013/14 financial year an average rate of 5.51% was achieved. This is due mainly to some long term deposits with higher interest rates. Most of these will mature over the course of the next twelve months and as such average interest earned will also fall. While there may be some increase in official cash rates over the ten year period we have not

factored in any major increases in rates. It is also assumed that the surplus funds earned will be kept in reserves to assist with long term infrastructure renewals and not used to expand services or create new assets.

Interest on outstanding rates is forecast to increase over the life of the forecast in dollar terms. Our expectation is that levels of outstanding rates in percentage terms will remain relatively static but as rate bills increase the dollar value will increase as well.

Other revenue

Other revenue items are forecast to grow below CPI over the life of the plan. A conservative approach has been taken on the forecasting of these revenues.

Grants and contributions – Operating

It is assumed that current recurring grants will remain in place and continue into the future. No growth in the Financial Assistance Grant (FAG) has been forecast for 2015/16 and 2016/17 in line with the Federal Governments decision not to index this. It is assumed that there will be no further freeze on the indexation of these funds. While it is understood a review of the distribution of the FAG is to take place at some stage our assumption is that we will still receive a similar allocation of this.

Grants and contributions generally are forecast to grow in line with CPI across the life of the forecast. As we will receive additional Roads to Recovery funding in 2015/16 this will reduce again the following year and grow at CPI after that. As for the User charges and fees grant income from Yallambee Lodge will grow higher than CPI over the next few years and then drop back to be in line with CPI.

Grants and contributions – Capital

At present it is assumed that only current recurring capital grants and contributions will be received over the life of the forecast. Historically Council has been successful in obtaining grant funds for various capital works and there is a reasonable expectation that some of our forecast capital works could be funded via a grant. As such there may be additional cash receipts which could positively impact our interest on investment income and our ability to meet the building and infrastructure asset renewal ratio sooner.

Staff Costs

Staff costs are forecast to grow roughly in line with expected award increases over the life of the plan. As staff costs are the large single cost to the organisation they will be the focus of scrutiny to ensure components such as overtime, casual labour, excessive leave balances and training are all tightly controlled thus reducing overall cost. The current forecast assumes no growth in overall staff numbers over the life of the forecast.

It should be noted that both the compulsory superannuation and workers compensation components are included in the Salaries and Wages line from the 2015/16 financial year. The cost of the superannuation for the defined benefits scheme is still listed separately. Council has recently changed its leaseback policy with an expectation of reducing the FBT liability over the next few

years. Leaseback charges are now linked to the cost of vehicle which is the key driver in the cost of FBT.

The movement in our Employee Leave Entitlement liability has been relatively static over the past few years. We expect this to continue over the next few years as some long term staff retire and Council focuses on reducing excess leave balances. Growth in the liability has been factored in from the 2020/21 financial year onwards.

Materials and contracts

Growth in materials and contracts has been kept below CPI with the view to building efficiency gains into the overall forecast figures. Certain expenditure types have been forecast at CPI where necessary.

Depreciation

Depreciation has been forecast based on the remaining useful life of our existing assets plus the depreciation on the expected capital works to be undertaken over the next ten years. It is also assumed that our Roads depreciation will drop due to a review of the useful lives used in the asset system. This is subject to confirmation by Council's auditors in terms of the methodology used. It is also assumed that not every asset that reaches the end of its expected useful life will need to be replaced in full. Further work will be carried out by our asset management team over the coming years to better reflect the useful lives used in our system against what is actually happening on the ground.

Other expenses

Other expenses are generally forecast to grow slightly below the CPI forecast, again ensuring efficiencies in the expenditure of Council funds.

Other assumptions

CPI has been forecast to rise gradually from 2.4% to 2.7% over the life of the forecast. This is broadly in line with the forecast outlined in the RBA's May economic outlook.

Population is forecast to rise from 10,216 (ABS Estimated Residential Population) in 2014 to 10,558 in 2025 based on the current ABS estimated residential populations and the NSW Planning projections.

Risks

As with any forecast this forecast is built on numerous assumptions that may not hold true over time. Key to being able to deliver our expected outcomes will be close monitoring of actual results against this forecast and making necessary adjustments as necessary. To this end Council will continue to develop its reporting processes and use of our finance system.

On the revenue side of the equation there is the risk that incomes will not grow at the expected rates or grant income will be withdrawn or materially reduced. In the first instance Council will be able to respond initially by reviews of service levels and expenditure to reduce overall expenditure.

However it may also need to review the SRV with the view to adjusting it upwards to meet the required targets. There is also the possibility that the current FAG allocation will increase over expectations as a result of the review into it.

From an expenditure point of view there is the risk that costs will increase more than expected. Again similar actions will be put in place to address any such matters. No allowance has been made for potential cost savings resulting from the creation of the High Plains Shared Service model or as a result of initiatives from the Joint Organisation. The Wellington, Blayney and Cabonne Alliance has realised savings of \$5.71M over the twelve years it has been in existence. We would fully expect to make some savings as a result of our alliance but have taken a conservative approach by not relying on these to form part of our forecasts. Council has already benefited from its membership of the Canberra Region Joint Organisation (formally SEROC) by way of cost savings across a number of items and again expects that these will continue into the future.

The overall goal of Council was to be in a break even position by the 2024/25 financial year. Our current forecast shows a surplus of \$143K by the 2023/24 financial year growing to a \$668K surplus by the 2024/25 year. As such Council would be able to absorb some changes to either revenues or expenditure and still meet this goal.

While six of the seven benchmarks will be comfortably met by the 2024/25 deadline, meeting the infrastructure renewal benchmark could slip if the projected surplus is not as high as expected by 2024/25. This could be resolved through the receipt of capital grants for projects or by borrowing further to fund specific capital works. Council also has the option of changing the projected SRV to raise additional funds. For example if the 4% SRV was extended an additional two years an additional \$968 in cash would be generated by 2024/25.

Expenditure assumptions - Cooma-Monaro Shire Council

	Actual	Adopted budget	Adopted budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Staff costs	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Salaries and wages	8,201,593	8,004,522	9,481,155	9,727,665	9,980,584	10,250,060	10,526,812	10,811,036	11,102,934	11,402,713	11,710,586	12,026,772
Travelling	10,630	4,750	-	-	-	-	-	-	-	-	-	-
Employee Leave Entitlements	-	-	-	-	-	-	-	55,000	56,100	57,222	58,366	59,534
Superannuation	971,003	854,684	180,350	185,039	189,850	194,976	200,240	205,647	211,199	216,902	222,758	228,773
Workers Compensation Insurance	298,173	332,187	-	-	-	-	-	-	-	-	-	-
Fringe Benefits tax	28,780	34,480	38,400	28,800	21,600	16,200	16,362	16,526	16,691	16,858	17,026	17,197
Training costs	85,305	88,865	122,586	97,277	99,806	102,501	105,268	108,110	111,029	114,027	117,106	120,268
Other	47,741	51,121	58,505	58,505	58,505	58,798	59,092	59,387	59,684	59,982	60,282	60,584
Total employee costs	9,643,224	9,370,609	9,880,996	10,097,286	10,350,345	10,622,534	10,907,774	11,255,705	11,557,637	11,867,704	12,186,125	12,513,126
			5.45%	2.19%	2.51%	2.63%	2.69%	3.19%	2.68%	2.68%	2.68%	2.68%
Salaries and wages				2.60%	2.60%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Travelling				Included in salaries and wages line								
Employee Leave Entitlements				2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Superannuation				Included in salaries and wages line (Other than defined benefits scheme payments)								
Workers Compensation Insurance				Included in salaries and wages line								
Fringe Benefits tax				-25.00%	-25.00%	-25.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Training costs				1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other				0.00%	0.00%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%

Materials and contracts												
Raw materials and consumables	5,372,018	4,490,664	3,790,613	3,790,613	3,828,519	3,866,804	3,905,472	3,944,527	4,003,695	4,063,750	4,124,707	4,186,577
Cleaning costs	115,265	117,944	126,530	129,567	132,676	135,993	139,393	143,017	146,736	150,698	154,766	158,945
Auditors remuneration	32,209	36,014	36,655	37,535	38,436	39,396	40,381	41,431	42,508	43,656	44,835	46,045
Legal expenses - planning and development	46,838	36,319	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853
Legal expenses - debt recovery	79,743	56,035	78,500	80,070	81,671	83,305	84,971	86,670	88,404	90,172	91,975	93,815
Legal expenses - other	51,511	20,610	49,200	50,184	51,188	52,211	53,256	54,321	55,407	56,515	57,646	58,799
Operating leases	84,690	90,000	105,000	105,525	106,053	106,583	107,116	107,651	108,190	108,731	109,274	109,821
Total materials and contracts	5,782,273	4,847,586	4,216,498	4,224,093	4,269,755	4,316,129	4,363,062	4,410,741	4,478,725	4,547,983	4,618,353	4,689,855
			-13.02%	0.18%	1.08%	1.09%	1.09%	1.09%	1.54%	1.55%	1.55%	1.55%
Raw materials and consumables				0.00%	1.00%	1.00%	1.00%	1.00%	1.50%	1.50%	1.50%	1.50%
Cleaning costs				2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.70%	2.70%
Auditors remuneration				2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.70%	2.70%
Legal expenses - planning and development				2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Legal expenses - debt recovery				2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Legal expenses - other				2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Operating leases				0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%

Depreciation												
Plant & Equip	651,186	537,793	550,700	563,917	577,451	591,887	606,684	622,458	638,642	655,885	673,594	691,781
Office Equip	63,111	60,007	54,305	47,856	47,248	47,245	47,225	47,119	32,845	7,051	3,684	1,020
Furniture & Fittings	3,578	1,683	1,035	1,035	1,035	1,035	1,034	647	647	647	647	647
Land:	-	-	-	-	-	-	-	-	-	-	-	-
Operational	-	-	-	-	-	-	-	-	-	-	-	-
Community	-	-	-	-	-	-	-	-	-	-	-	-
Buildings:	-	-	-	-	-	-	-	-	-	-	-	-
Non-Specialised	781,988	781,962	801,243	815,865	840,367	824,866	799,856	776,083	704,257	714,829	695,660	682,088
Specialised	302,083	289,139	288,815	284,365	280,079	252,988	242,353	238,252	237,092	222,240	222,088	220,334
In Progress	-	-	-	-	-	-	-	-	-	-	-	-
Other Structures	401,303	400,134	400,703	405,845	410,958	380,735	383,582	303,206	288,758	272,883	251,848	253,345
Infrastructure:	-	-	-	-	-	-	-	-	-	-	-	-
Roads	4,077,790	3,910,406	3,471,118	3,485,755	3,502,869	3,497,804	3,277,200	3,268,596	3,293,065	3,303,444	3,459,832	3,526,106
Bridges & Culverts	521,637	501,024	498,306	505,213	504,192	506,925	499,366	512,240	515,194	500,464	513,560	516,751
Bulk Earthworks	-	-	-	-	-	-	-	-	-	-	-	-
Stormwater Drainage	288,051	287,632	291,998	292,052	294,345	301,695	304,103	300,840	303,369	305,962	308,620	310,950
Other Assets	181	181	181	-	-	-	-	-	-	-	-	-
Landfill Restoration	2,431	-	-	-	-	-	-	-	-	-	-	-
Depreciation total	7,093,339	6,769,962	6,358,404	6,401,903	6,458,545	6,405,180	6,161,403	6,069,442	6,013,870	5,983,406	6,129,533	6,203,022

Other expenses												
Advertising	63,806	117,877	79,450	80,245	81,047	81,857	82,676	83,503	84,338	85,181	86,033	86,893
Bad and doubtful debts	1,948	-	-	-	-	-	-	-	-	-	-	-
Bank charges	44,266	44,000	44,100	44,982	45,882	46,799	47,735	48,690	49,664	50,657	51,670	52,704
HAC transport	27,146	31,053	31,353	31,980	32,620	33,272	33,937	34,616	35,309	36,015	36,735	37,470
Monaro regional library	195,272	194,275	196,100	199,042	202,027	205,058	208,133	212,296	216,542	220,873	225,290	229,796
NSW fire brigade	29,681	31,200	30,000	30,720	31,457	32,244	33,050	33,909	34,791	35,730	36,695	37,686
Rural fire service	299,314	315,360	275,452	282,063	288,832	296,053	303,454	311,344	319,439	328,064	336,922	346,019
State emergency service	18,980	19,900	17,000	17,408	17,826	18,271	18,728	19,215	19,715	20,247	20,794	21,355
Mayoral fee	20,890	21,310	21,950	22,389	22,837	23,294	23,759	24,235	24,719	25,214	25,718	26,232
Councillor fees	86,717	87,855	90,000	91,800	93,636	95,509	97,419	99,367	101,355	103,382	105,449	107,558
Councillor expenses	30,671	30,353	31,330	31,957	32,596	33,248	33,913	34,591	35,283	35,988	36,708	37,442
South east arts	7,816	8,000	8,000	8,160	8,323	8,490	8,659	8,833	9,009	9,189	9,373	9,561
Weight of loads	18,182	23,186	24,000	24,480	24,970	25,469	25,978	26,498	27,028	27,568	28,120	28,682
Tourism snowy mountains	20,000	20,000	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
Monaro regional weeds committee	73,656	2,000	9,962	10,161	10,364	10,572	10,783	10,999	11,219	11,443	11,672	11,906
Other contributions	69,717	53,530	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
Election expenses	-	-	80,000	-	-	-	-	82,000	-	-	-	85,000
Electricity and heating	358,610	358,070	352,384	361,194	370,223	379,479	388,966	398,690	408,657	418,874	429,346	440,079
Insurance	374,380	377,050	413,836	422,113	432,243	443,050	454,126	465,933	478,047	490,955	504,210	517,824
Local government association subscription	25,138	27,000	26,828	27,365	27,912	28,470	29,039	29,620	30,213	30,817	31,433	32,062
Other subscriptions	52,654	50,513	45,327	46,234	47,158	48,101	49,063	50,045	51,046	52,066	53,108	54,170
Postage	27,238	32,570	25,425	25,934	26,452	26,981	27,521	28,071	28,633	29,205	29,789	30,385
Printing and stationary	121,377	123,940	109,372	111,559	113,791	116,066	118,388	120,756	123,171	125,634	128,147	130,710
Street lighting	135,042	143,000	153,000	156,060	159,805	163,801	167,896	172,261	176,740	181,512	186,412	191,446
Telephone and communications	82,310	84,321	84,765	86,460	88,535	90,749	93,017	95,436	97,917	100,561	103,276	106,065
Valuation fees	45,787	41,484	43,500	44,370	45,257	46,163	47,086	48,028	48,988	49,968	50,967	51,987

Cooma Monaro Shire Council General Fund Long Term Financial Plan

Becoming fit for the future	Actual	Adopted budget	Adopted budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Income from continuing operations												
Rates and annual charges	7,615	7,830	8,139	8,607	9,104	9,556	10,031	10,542	11,079	11,656	12,265	12,907
User charges and fees	4,228	3,271	3,385	3,495	3,584	3,678	3,770	3,868	3,968	4,075	4,185	4,298
Interest and investment revenue	555	542	547	521	501	518	544	571	660	758	797	959
Other revenues	308	194	235	239	244	249	254	259	264	269	275	280
Grants and contributions - Operating	5,620	7,120	7,250	6,983	7,152	7,326	7,503	7,692	7,886	8,091	8,303	8,520
Grants and contributions - Capital	1,347	627	233	233	233	233	233	233	233	233	233	233
Net gains from disposal of assets	28											
Total income from continuing operations	19,702	19,586	19,789	20,077	20,818	21,559	22,335	23,164	24,090	25,084	26,058	27,197
Expenses from continuing operations												
Employee benefits and on-costs	9,643	9,371	9,881	10,097	10,350	10,623	10,908	11,256	11,558	11,868	12,186	12,513
Borrowing costs				51	63	56	50	43	36	29	22	14
Materials and contracts	5,782	4,848	4,216	4,224	4,270	4,316	4,363	4,411	4,479	4,548	4,618	4,690
Depreciation and amortisation	7,093	6,770	6,358	6,402	6,459	6,405	6,161	6,069	6,014	5,983	6,130	6,203
Other expenses	2,378	2,360	2,278	2,406	2,377	2,430	2,484	2,624	2,601	2,663	2,726	2,876
Net loss from the disposal of assets												
Total expenses from continuing operations	24,897	23,348	22,734	23,180	23,518	23,830	23,966	24,403	24,687	25,091	25,682	26,296
Operating result from continuing operations	(5,195)	(3,762)	(2,945)	(3,103)	(2,700)	(2,271)	(1,632)	(1,238)	(597)	(7)	376	901
Net operating result for the year before grants and contributions for capital	(6,542)	(4,390)	(3,178)	(3,336)	(2,933)	(2,504)	(1,865)	(1,471)	(830)	(240)	143	668

Fit for the future ratios (Single year calculation)

Operating Performance Ratio	(0.36)	(0.23)	(0.16)	(0.17)	(0.14)	(0.12)	(0.08)	(0.06)	(0.03)	(0.01)	0.01	0.02
Own Source Revenue Ratio	64.50%	60.44%	62.18%	64.06%	64.52%	64.94%	65.36%	65.79%	66.30%	66.81%	67.24%	67.82%
Building and Infrastructure Asset Renewal Ratio	48.51%	50.00%	33.76%	66.00%	61.34%	33.58%	38.86%	69.00%	32.33%	34.96%	79.51%	32.93%
Building and Infrastructure Asset Renewal Ratio includes reserve transfers			46.96%	68.93%	62.01%	55.90%	63.82%	73.73%	72.23%	78.32%	90.97%	103.22%
Infrastructure Backlog Ratio	1.14%		1.18%	0.61%	0.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Maintenance Ratio	94.33%	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Debt Service Ratio	0.00%	0.00%	1.22%	1.89%	1.91%	1.85%	1.78%	1.72%	1.65%	1.59%	1.53%	0.05%
A decrease in Real Operating Expenditure per capita over time	2.44	2.22	2.11	2.09	2.06	2.03	1.99	1.97	1.93	1.90	1.89	1.88

Fit for the future ratios (Three year average)

Operating Performance Ratio	(0.25)	(0.25)	(0.19)	(0.16)	(0.14)	(0.11)	(0.09)	(0.06)	(0.04)	(0.01)	0.01	
Own Source Revenue Ratio	60.38%	62.37%	62.23%	63.59%	64.51%	64.94%	65.36%	65.82%	66.30%	66.79%	67.29%	
Building and Infrastructure Asset Renewal Ratio	43.81%	44.09%	49.92%	53.70%	53.64%	44.59%	47.15%	46.73%	45.43%	48.93%	49.13%	
Building and Infrastructure Asset Renewal Ratio includes reserve transfers			46.96%	57.95%	59.30%	62.28%	60.58%	64.48%	69.93%	74.76%	80.50%	90.83%
Infrastructure Backlog Ratio	1.12%	1.16%	0.90%	0.62%	0.23%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Maintenance Ratio	95.55%	97.44%	99.33%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Debt Service Ratio	0.00%	0.41%	1.04%	1.68%	1.88%	1.85%	1.78%	1.72%	1.65%	1.59%	1.53%	1.06%
A decrease in Real Operating Expenditure per capita over time	2.35	2.26	2.14	2.09	2.06	2.03	2.00	1.96	1.93	1.91	1.89	

Cooma Monaro Shire Council General Fund Long Term Financial Plan - Cashflow statement

	Actual	Adopted budget	Adopted budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rates and annual charges	7,615	7,830	8,139	8,607	9,104	9,556	10,031	10,542	11,079	11,656	12,265	12,907
User charges and fees	4,228	3,271	3,385	3,495	3,584	3,678	3,770	3,868	3,968	4,075	4,185	4,298
Interest and investment revenue	555	542	547	521	501	518	544	571	660	758	797	959
Other revenues	308	194	235	239	244	249	254	259	264	269	275	280
Grants and contributions - Operating	5,620	7,120	7,250	6,983	7,152	7,326	7,503	7,692	7,886	8,091	8,303	8,520
Cash inflow from operations	18,327	18,958	19,556	19,844	20,585	21,326	22,102	22,931	23,857	24,851	25,825	26,964
Employee benefits and on-costs	9,643	9,371	9,881	10,097	10,350	10,623	10,908	11,256	11,558	11,868	12,186	12,513
Borrowing costs	-	-	-	51	63	56	50	43	36	29	22	14
Principle repayments	-	-	-	239	324	331	337	344	351	358	365	373
Materials and contracts	5,782	4,848	4,216	4,224	4,270	4,316	4,363	4,411	4,479	4,548	4,618	4,690
Other expenses	2,378	2,360	2,278	2,406	2,377	2,430	2,484	2,624	2,601	2,663	2,726	2,876
Cash outflow from operations	17,803	16,578	16,376	17,017	17,384	17,755	18,142	18,677	19,025	19,466	19,918	20,466
Net cash from operations	523	2,380	3,180	2,827	3,201	3,570	3,959	4,254	4,833	5,385	5,907	6,498
Grants and contributions - Capital	1,347	627	233	233	233	233	233	233	233	233	233	233
Proceeds from sale of assets	379	598	463	602	581	338	463	341	680	736	644	598
Proceeds from loans	-	-	-	2,000	1,500	-	-	-	-	-	-	-
Capital receipts	1,726	1,225	696	2,835	2,314	571	696	574	913	969	877	831
Plant and equipment	-	1,683	1,175	1,600	1,799	811	1,088	815	1,882	2,150	1,803	1,620
Office equipment	-	-	-	-	-	-	-	-	-	-	-	-
Furniture and fittings	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Earthworks	-	-	-	-	-	-	-	-	-	-	-	-
Roads	-	1,223	1,711	3,094	2,949	1,274	1,309	3,130	1,353	1,376	3,799	1,437
Bridges & Culverts	-	-	38	109	110	41	42	193	44	45	197	48
Other Structures	-	-	-	72	99	108	53	32	5	38	22	22
Land - Operational	-	-	-	-	-	-	-	-	-	-	-	-
Land - Community	-	-	-	-	-	-	-	-	-	-	-	-
Stormwater Drainage	-	33	33	34	34	110	36	37	38	39	40	41
Buildings - Non-Specialised	-	214	110	560	472	360	710	340	252	375	249	241
Buildings - Specialised	-	45	50	25	12	151	43	25	40	25	50	47
Other Assets - Other	-	-	-	-	-	-	-	-	-	-	-	-
Capital purchases	-	3,197	3,117	5,493	5,476	2,855	3,281	4,572	3,614	4,048	6,160	3,456
Net capital cash	1,726	(1,972)	(2,421)	(2,657)	(3,162)	(2,284)	(2,585)	(3,999)	(2,701)	(3,079)	(5,283)	(2,625)
Net cash overall	2,250	408	759	170	39	1,286	1,374	255	2,132	2,306	624	3,873
Accumulated surplus funds		408	759	170	39	1,286	1,374	255	2,132	2,306	624	3,873
Opening cash on hand and investments		9,259	9,667	10,426	10,596	10,635	11,922	13,296	13,551	15,683	17,989	18,614
		408	759	170	39	1,286	1,374	255	2,132	2,306	624	3,873
Closing cash on hand and investments	9,259	9,667	10,426	10,596	10,635	11,922	13,296	13,551	15,683	17,989	18,614	22,486
Interest income	510	463	489	464	441	454	477	501	586	680	714	871
Annual average interest rate	5.51%	4.79%	4.69%	4.38%	4.15%	3.81%	3.59%	3.70%	3.74%	3.78%	3.84%	3.87%

Forecast depreciation on existing assets (no additions)

	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Plant and equipment	537,793	411,983	298,466	171,064	112,198	101,926	95,835	89,670	55,090	12,406	11,278
Office equipment	60,007	54,305	47,856	47,248	47,245	47,225	47,119	32,845	7,051	3,684	1,020
Furniture and fittings	1,683	1,035	1,035	1,035	1,035	1,034	647	647	647	647	647
Bulk Earthworks	-	-	-	-	-	-	-	-	-	-	-
Roads	3,910,406	4,039,641	3,847,548	3,667,452	3,577,628	3,277,243	3,060,244	2,993,712	2,912,035	2,809,855	2,778,061
Bridges & Culverts	501,024	495,773	495,414	487,060	487,057	476,692	476,686	476,686	458,925	458,912	458,912
Other Structures	400,134	400,703	391,566	389,959	352,883	352,113	271,309	256,894	238,629	216,680	216,671
Land - Operational	-	-	-	-	-	-	-	-	-	-	-
Land - Community	-	-	-	-	-	-	-	-	-	-	-
Stormwater Drainage	287,632	287,632	287,632	287,632	287,632	287,631	281,900	281,900	281,900	281,900	281,506
Buildings - Non-Specialised	781,962	779,656	771,198	764,234	724,732	652,390	605,950	517,324	502,893	467,124	437,485
Buildings - Specialised	289,139	282,481	279,398	274,326	237,188	223,686	217,918	214,092	197,573	194,088	189,201
Other Assets - Other	181	181	181	181	181	181	181	181	181	181	181
	6,769,962	6,753,391	6,420,295	6,090,191	5,827,778	5,420,121	5,057,791	4,863,950	4,654,924	4,445,476	4,374,961

Forecast depreciation on existing assets (including additions)

	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Plant and equipment	537,793	550,700	563,917	577,451	591,887	606,684	622,458	638,642	655,885	673,594	691,781
Office equipment	60,007	54,305	47,856	47,248	47,245	47,225	47,119	32,845	7,051	3,684	1,020
Furniture and fittings	1,683	1,035	1,035	1,035	1,035	1,034	647	647	647	647	647
Bulk Earthworks	-	-	-	-	-	-	-	-	-	-	-
Roads	3,910,406	3,471,118	3,485,755	3,502,869	3,497,804	3,277,200	3,268,596	3,293,065	3,303,444	3,459,832	3,526,106
Bridges & Culverts	501,024	498,306	505,213	504,192	506,925	499,366	512,240	515,194	500,464	513,560	516,751
Other Structures	400,134	400,703	405,845	410,958	380,735	383,582	303,206	288,758	272,883	251,848	253,345
Land - Operational	-	-	-	-	-	-	-	-	-	-	-
Land - Community	-	-	-	-	-	-	-	-	-	-	-
Stormwater Drainage	287,632	291,998	292,052	294,345	301,695	304,103	300,840	303,369	305,962	308,620	310,950
Buildings - Non-Specialised	781,962	801,243	815,865	840,367	824,866	799,856	776,083	704,257	714,829	695,660	682,088
Buildings - Specialised	289,139	288,815	284,365	280,079	252,988	242,353	238,252	237,092	222,240	222,088	220,334
Other Assets - Other	181	181	-	-	-	-	-	-	-	-	-
	6,769,962	6,358,404	6,401,903	6,458,545	6,405,180	6,161,403	6,069,442	6,013,870	5,983,406	6,129,533	6,203,022