



Gunnedah Shire Council

Long Term Financial Plan

2025/26—2034/35

Table of Contents

Introduction	2
Financial and infrastructure sustainability	5
Scenarios	7
Base case scenario	7
SRV scenario	13
No SRV scenario	19
Planning assumptions	23
Revenue strategy	24
Operating expenditure	29
Capital expenditure	32
Assets and liabilities	35
Unrestricted working capital target	37
Risk assessment and sensitivity analysis	39
<u>Primary statements</u>	
Base case scenario	43
SRV scenario	63
No SRV scenario	83

Introduction

Integrated Planning is the term used to describe the planning process where long-term community aspirations and goals are identified to develop strategies and delivery plans in consultation with stakeholders. Council has participated in Integrated Planning & Reporting (IP&R) framework as prescribed by the NSW Office of Local Government (OLG) since July 2012. The IP&R framework provides for a ten-year Community Strategic Plan, a four-year Delivery Program and an Annual Operational Plan linked to longer term specific strategic plans collectively referred to as the Resourcing Strategy. The documents that support the resourcing strategy are the Long-Term Financial Plan (LTFP), Asset Management Plans and Workforce Plan.

The Community Strategic Plan outlines the needs and aspirations of the Gunnedah community, both now and into the future looking forward at least ten years. Accordingly, all the plans contained within the resourcing strategy provide key input in shaping both the Delivery Program (four years) and Operational Plans (annual) of Council.

The Resourcing Strategy informs, influences, and ultimately reflects the resources available, or potentially available depending on the scenario, to achieve the goals of Council’s Community Strategic Plan.

This Long-Term Financial Plan (LTFP) is a key component of the Resourcing Strategy.

This Long-Term Financial Plan has been prepared to:

- confirm and communicate Council’s financial objectives and forecast for the planning period to the community and all of Council’s stakeholders.
- guide the preparation of Council’s Delivery Program and Operational Plan with long term financial sustainability.
- identify financial and non-financial risks; and
- ensure that Council complies with key financial performance indicators as prescribed by OLG.



Figure 1: Council’s IP&R framework

This LTFP provides a framework for sustainable financial management, balancing our environmental, social, economic and governance objectives whilst delivering services and maintaining infrastructure to the community, investors and visitors of our Council area. It also provides direction for the development of future strategies and is a critical instrument in identifying, leveraging, and managing Council’s key strengths, opportunities, risks and areas for improvement.

Financial Year 2024-25 is the first year in this LTFP, which reflects the current Annual Operational Plan. The next three financial years are forward estimates from the Delivery Program up to Financial Year 2027-28. The last six years, ending Financial Year 2034/35, include financial projections and assumptions from first four years, however, known exceptions are incorporated, such as Council elections, asset revaluations, completion of major loans, and periodic asset renewal programs. The level of detail is comparatively less, as progressing to the tenth year, compared to first year in the plan.

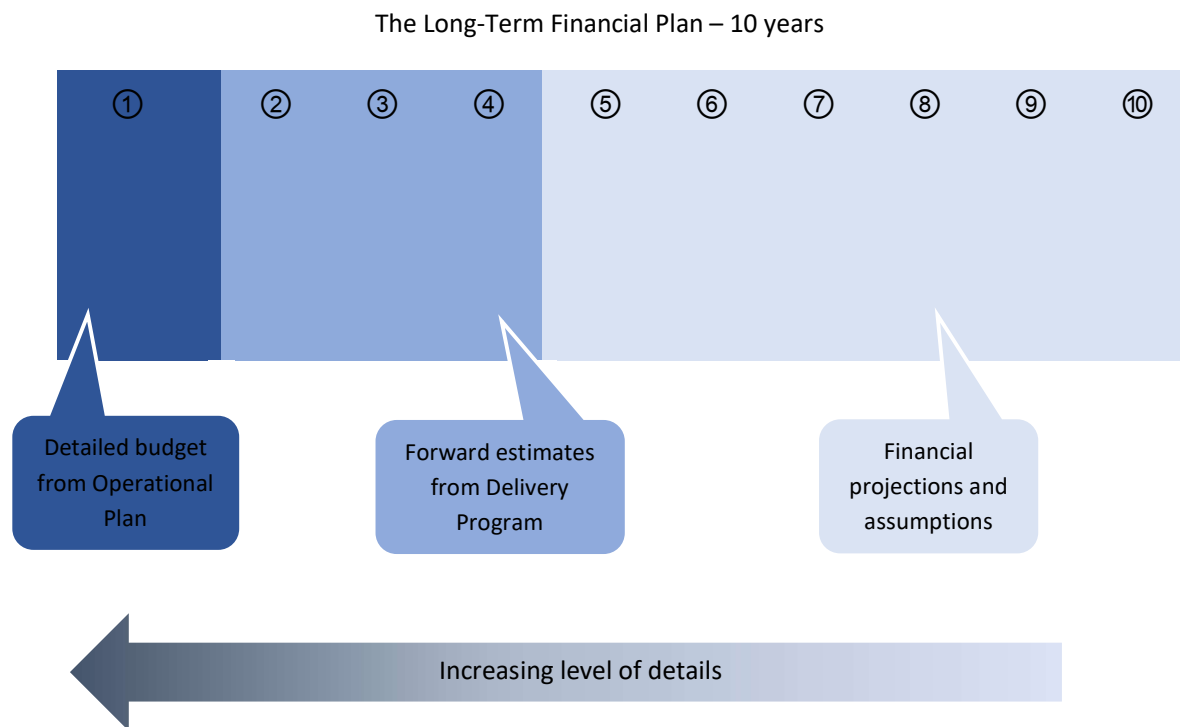


Figure 2: Level of details as progressing through the LTFP

Many Councils across NSW are experiencing challenges when it comes to financial stability, and Gunnedah Shire Council is no exception. Some of these challenges include increasing inflation, supply chain shortages, cost shifting pressures from state and federal governments, reduced Federal funding to Local Government and a low rate peg increase in revenue compared to rising expenditure. Gunnedah Shire Council at its current operating levels is estimated to see ongoing deficits in Council's General Fund* over the span of the LTFP, with an unrestricted cash-deficit also on the horizon.

Due to these factors, at the Ordinary meeting of Council held on 15 May 2024, Council resolved to start addressing financial challenges through a range of options including,

- Undertaking efficiency reviews.
- Reviewing project prioritisation to maximise Council's resources and funding opportunities; and
- Investigation options for a possible Special Rate Variation (SRV) application.

Accordingly, in July 2024, Council has commenced a conversation with the community to discuss how Council can maintain current service levels, address growing infrastructure renewal backlog, support current population growth projections and deliver on key infrastructure priorities. This conversation has been important in shaping the future of the region. Based on the community consultation, three scenarios are being considered in this LTFP in order to ensure a sustainable financial position into the future. These scenarios are based on section 8B of *Local Government Act 1993*, principles of sound financial management.

* What is General Fund?

Many regional Councils operate more than one fund. General fund represents all general operations of Council such as roads, open space, recreation, buildings, development, compliance and economic development, but not limited to. The main source of income for these operations is general rates and Financial Assistance Grant (FAG). Councils are limited to increase of rates income each year by rate peg, which is determined by Independent Pricing and Regulatory Tribunal (IPART). Due to extraordinary inflation and supply chain shortages in recent years, for most regional Councils, increases in expenditure have been greater than the rate peg increase, which has created pressure on all NSW Councils' bottom line.

Examples for other funds include water supply operations, sewerage operations, domestic waste management operations and GoCo (aged care) operations. Income and expenditure related to each of these operations are restricted within the fund and generally Council has a greater control of income generation corresponding to expenditure (i.e., these funds are not restricted by the rate peg process).

Financial and Infrastructure Sustainability

The Office of Local Government has developed criteria and certain benchmarks for a Fit for the Future council. These have been based on the research work of TCorp and the Independent Local Government Review Panel and have been reviewed by the Independent Pricing and Regulatory Tribunal (IPART). This LTFP uses these criteria to assess financial sustainability of general fund over the planning period and address any forthcoming issues at the practically earliest opportunity and make recommendation to address the same, to ensure Council remains in a strong and sustainable position to maintain current service levels and support growth of the region.

SUSTAINABILITY

Aim of these criteria are to measure whether Council is able to generate sufficient funds over the long term to provide the agreed level and scope of services and infrastructure for community as identified through the IP&R process.



Criteria	Benchmarks
Operating Performance Ratio	Greater than or equal to break-even (>0%)
Own Source Revenue Ratio	Greater than 60%
Building and Infrastructure Asset Renewal Ratio	Greater than or equal to 100% (≥100%)

Meet all Criteria?

- Base case ✘
- SRV scenario ✔
- No SRV scenario ✘

Definitions

- Operating Performance Ratio – Measures the ability to contain operating expenditure within operating revenue.
- Own Source Revenue Ratio – Measures the degree of fiscal flexibility and the degree of reliance on external funding sources.
- Building and Infrastructure Renewal Ratio – Measures the rate of assets are being renewed compared to deterioration due to use and lapse of time.

EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT

The aim of these criteria are to assess whether Council can maximise return on resources and minimise unnecessary burden on the community and business, while working strategically to leverage economies of scale and meet the needs of communities as identified in IP&R process.






Criteria

Infrastructure Backlog Ratio
 Asset Maintenance Ratio
 Debt Service Cover Ratio

Benchmarks

Less than 2% (<2%)
 Greater than or equal to 100% (≥100%)
 Greater than 2 times (>2)

Meet all Criteria?

- Base case 
- SRV Scenario 
- No SRV Scenario 

Definitions

Infrastructure Backlog Ratio – This ratio shows the proportion of backlog work against the total value of the asset base.

Asset Maintenance Ratio – This ratio shows the allocated maintenance compared to required maintenance based on asset management plans.

Debt Service Cover Ratio – Measures the availability of operating cash to service debt including interest, principal and lease payments.

Scenarios

This LTFP considers three scenarios as shown below.

Base case Scenario

Status quo LTFP used to identify current challenges.



SRV Scenario

37.67% permanent SRV over 2 years.



No SRV Scenario

Alternate course of action to remain financially responsible in short term.



Base case Scenario



This scenario reflects the current funding levels and current service levels. Key points of this scenario are as follows.

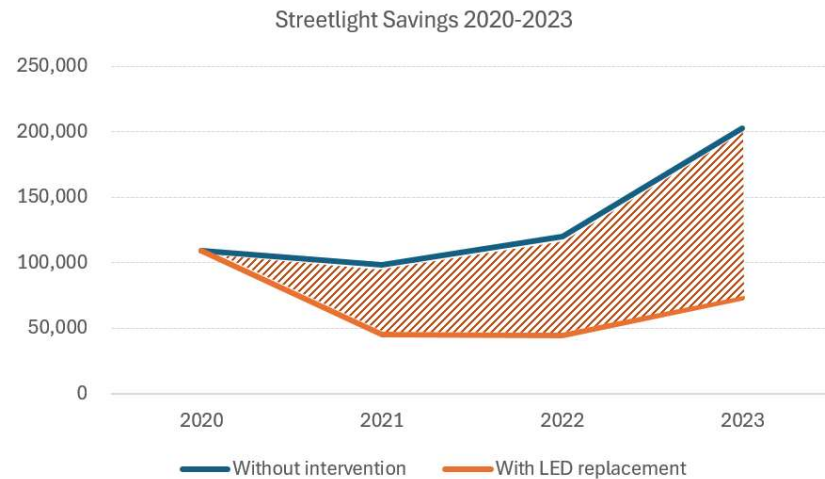
- Base year is FY 2024/25, with audited FY 2023/24 actual used to inform opening balances and movements in financial position.
- Due to extensive grant funded capital works program Council is currently undertaking, \$26m worth capital works has been carried forward from FY 2023/24 to FY 2024/25. This has been incorporated into this LTFP, to reflect a more realistic financial position at end of FY 2024/25.
- Future years are based on range of assumptions and known indexation and cyclical expenses. Indexation used in each model is shown in the Planning Assumptions section.
- Assumes limited capital grants except for legislated grants such as Roads to Recovery, Financial Assistance Grant, Regional Roads Block Grant and grant funding associated with GoCo operations. Council is currently delivering a large capital works program funded by various stimulus grants, and some of these projects are regionally significant. Upon commissioning of these assets, Council need to ensure these assets are maintained and renewed as and when they are due. Only additional depreciation is included in the base case.

- Assumes full employment of current workforce throughout the plan. Workforce growth has not been factored into this scenario, however, due to increasing compliance and community expectation, in reality it is reasonable to expect workforce growth over the term of LTFP.
- Savings and efficiency gains from past initiatives are captured into base year, and therefore reflected in future years. e.g.: energy savings from LED streetlighting. A more complete list of savings and efficiency gains are available in the Delivery Program 2022/23 - 2025/26.

Case study

In 2020, Council replaced conventional streetlighting with Energy efficient LEDs. As a result, Council is now making savings on street lighting energy bills, and these savings have been incorporated into base case scenario LTFP, to assist cost increases in other areas. As the energy cost continues to increase greater than inflation, the savings also continues to increase.

	2020	2021	2022	2023
Without intervention	109,122	98,395	119,958	202,700
With LED replacement	109,122	45,489	44,509	73,295
Savings	0	52,906	75,449	129,405



- As Council has already achieved reasonable amount of savings and efficiency gains, no further savings have been incorporated into this LTFP. This assumption will be reviewed and updated each year during the budget preparation cycle.
- Only major project included is \$17m new Indoor Aquatic Centre development, as current indoor pool is reaching end of life. Assumptions used are \$7m grant funding and \$10m loan funding.

Key financial results of this scenario are shown in the table below. Notably, consolidated operating result before capital grant remains as deficits until year 6 of the plan. Whilst total cash position improves, unrestricted cash position deteriorates rapidly and goes into negative in first few years of the plan.

Projected Results – Base case scenario - Consolidated										
	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue	63,537,000	58,809,241	60,219,289	61,699,944	62,285,796	63,771,090	65,414,162	74,119,786	68,897,480	70,687,830
Operating Expenses	57,108,638	58,694,790	59,917,703	61,159,862	61,999,181	63,218,188	64,207,079	66,001,826	67,466,557	68,805,075
Net Operating Result	6,428,363	114,451	301,586	540,081	286,615	552,901	1,207,083	8,117,959	1,430,922	1,882,755
Net Operating Result before Capital Grants	-436,880	-494,952	-438,125	-218,123	-490,544	-243,687	390,580	281,043	573,084	1,003,471
Total Assets	830,273,275	830,022,842	831,199,258	831,444,194	831,319,858	830,083,728	832,223,463	848,236,758	848,685,015	850,106,857
Total Liabilities	29,018,013	28,653,128	29,527,958	29,232,812	28,821,861	27,032,829	27,965,481	35,860,817	34,878,151	34,417,238
Total Equity	801,255,262	801,369,714	801,671,300	802,211,382	802,497,997	803,050,899	804,257,982	812,375,941	813,806,863	815,689,619
Cash and cash equivalents - end of year										
- External Restrictions	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548
- Internal Restrictions	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	578,877	144,228	-211,022	-1,074,284	-1,296,853	-1,566,252	-1,328,758	-1,401,742	-920,180	-265,225
	70,569,380	73,206,913	72,264,137	70,106,468	66,569,841	67,528,219	72,248,557	72,554,440	79,302,943	84,451,133

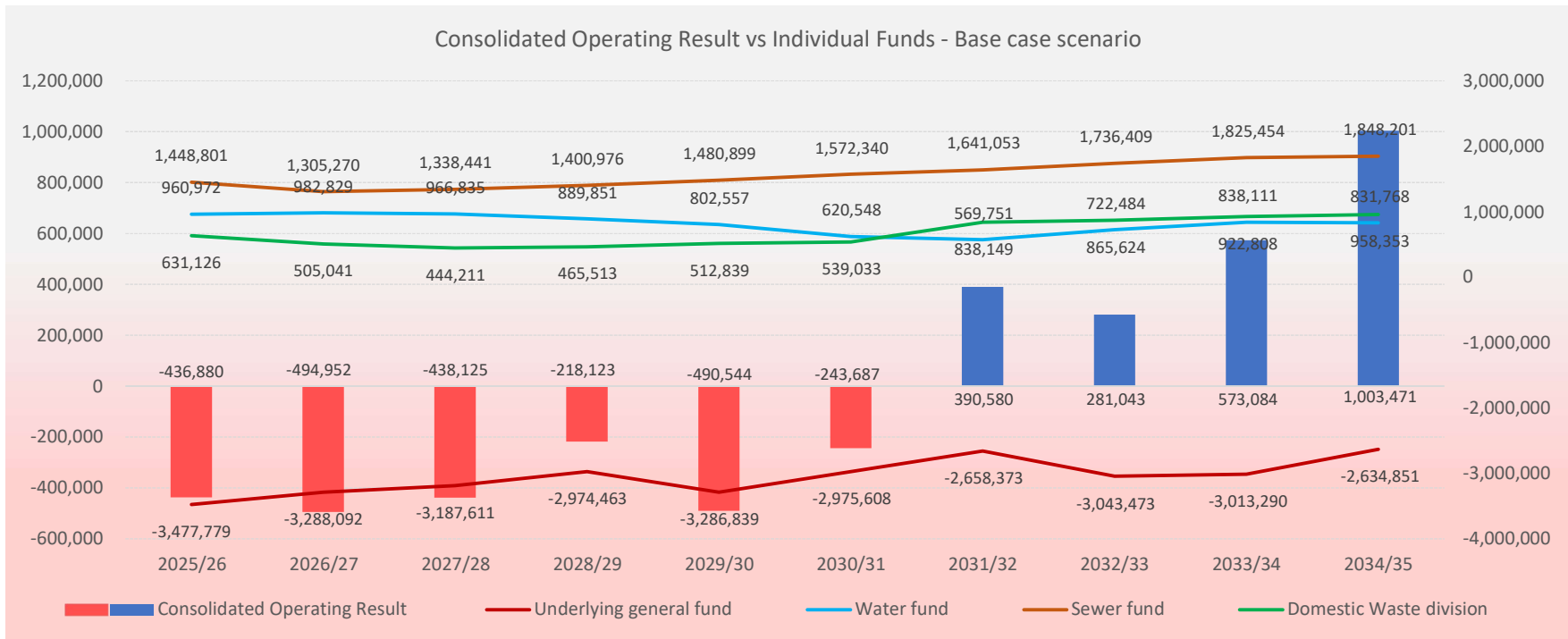
Net operating result before capital grants shown in the table above is consolidated for all funds. Generally, Council has greater control on income generation of water and sewer fund, therefore, these funds are expected to make modest surpluses to fund maintenance, renewal and upgrade of critical infrastructure associated with these services. Legally, Council is not allowed to use these surpluses for purposes other than funds raised for. When excluding the water fund, sewer fund, GoCo activities and domestic waste operations, the true general fund result averages a \$3.1m deficit per annum over the entirety of LTFP.

The reason Council should target breakeven or surplus operating result before capital is to fund asset renewal at least equal to depreciation. A \$3.1m deficit means general fund assets are not renewed by this amount and as a result, gradually creating backlog of works. Over time, this will impact the integrity of assets and can create a large liability that require drastic measures.

A full set of primary statements for each scenario has been provided in the annexures to this document.

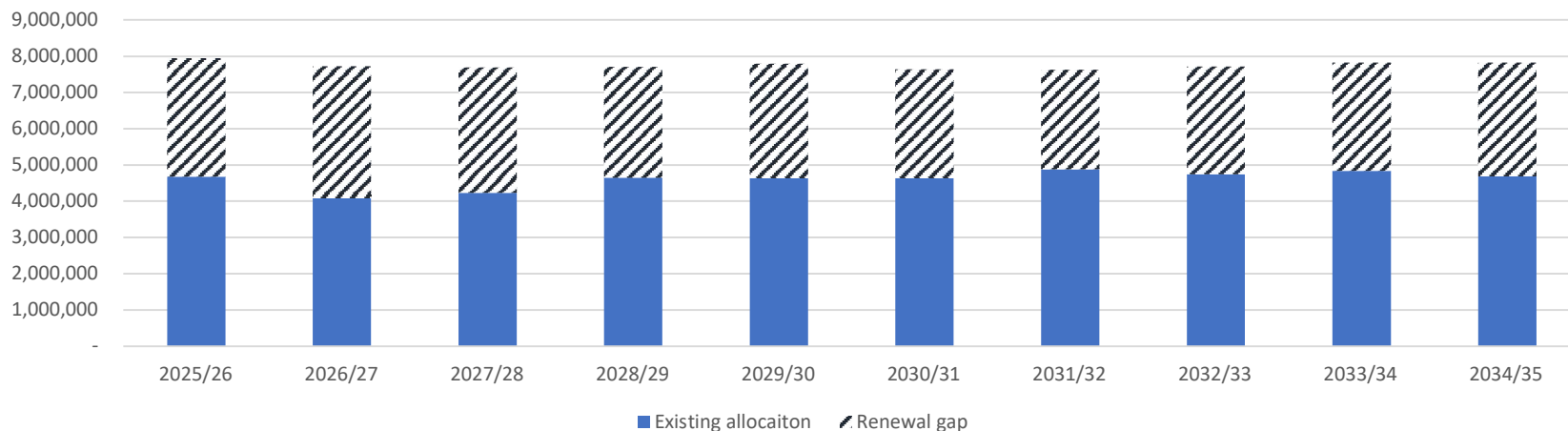
Following table and the graph shows the breakdown of operating result by fund/division, included in the consolidated operating result.

Fund/Division	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Underlying general fund	-3,477,779	-3,288,092	-3,187,611	-2,974,463	-3,286,839	-2,975,608	-2,658,373	-3,043,473	-3,013,290	-2,634,851
Water fund	960,972	982,829	966,835	889,851	802,557	620,548	569,751	722,484	838,111	831,768
Sewer fund	1,448,801	1,305,270	1,338,441	1,400,976	1,480,899	1,572,340	1,641,053	1,736,409	1,825,454	1,848,201
Domestic Waste division	631,126	505,041	444,211	465,513	512,839	539,033	838,149	865,624	922,808	958,353
Consolidated Operating Result	-436,880	-494,952	-438,125	-218,123	-490,544	-243,687	390,580	281,043	573,084	1,003,471



The flow on effect of operating deficits is underfunded capital renewal works, to maintain general fund solvency. As shown in the graph below, currently Council is only funding 60% of renewal requirement on average over 10 years when compared to depreciation for key asset classes, which means a 40% renewal gap remains unfunded.

Renewal Gap for Key Asset Classes (Depreciation based) - Base Case Scenario



The underfunding of renewal works can lead into affecting integrity of assets and large liabilities for Council. For example, if a road seal is not being renewed at an appropriate intervention level, it can undermine the underlying pavement asset, which can escalate cost factor to restore the asset significantly. Council has been receiving Covid-19 stimulus grant funding in recent years, hence the ratio was around 100% as reported in audited financial statements, however, it is indicated that there are no ongoing equivalent capital grant funding programs to renew or upgrade Council assets. As outlined in Revenue Strategy section, the only grant funding that is guaranteed are Roads to Recovery, Block Grant and Financial Assistance Grant, all of which are supported by legislation or policy.

Key general fund ratios as outlined in Financial and Infrastructure Sustainability section are as follows.

General Fund		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating performance ratio	>=0.00%	-8.45%	-7.75%	-7.32%	-6.66%	-7.32%	-6.88%	-5.64%	-6.30%	-6.08%	-5.18%

This ratio measures underlying General Fund's achievement of containing operating expenditure within operating revenue.

Own source operating revenue ratio	>=60.00%	54.82%	61.80%	61.55%	61.69%	62.75%	62.66%	62.81%	55.74%	62.86%	62.84%
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This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Building & infrastructure asset renewal ratio	>=100%	59.06%	53.13%	55.01%	60.32%	59.47%	60.64%	64.04%	61.45%	61.91%	60.00%
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Measures the rate of General Fund assets are being renewed compared to deterioration due to use and lapse of time

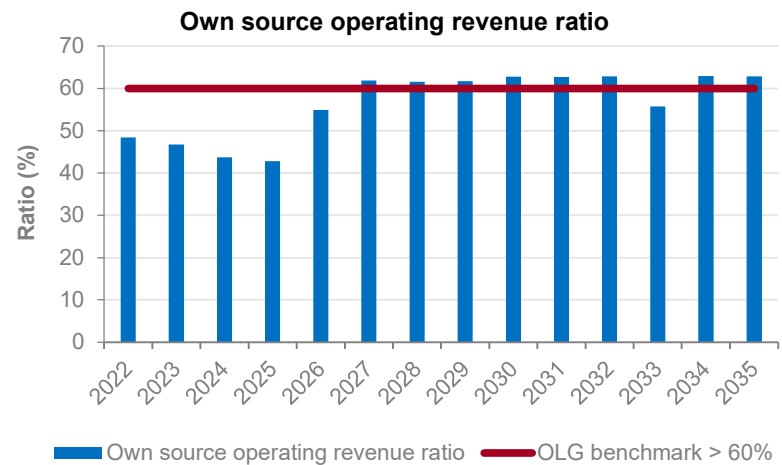
Debt services cover ratio	>=2.00	6.05	6.27	6.35	6.61	6.37	6.41	7.22	7.23	5.01	6.41
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This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Sustainability

General Fund Operating performance ratio (excluding Domestic Waste) remains negative for entirety of this LTFP. This means operating expenditure is not expected to be covered within operating income, and as a result, underfunded capital works in each of the next ten years.

The own source operating revenue ratio has been below the benchmark for last few years and are expected to be so in current financial year too due to higher than usual grant funding. The flow on effect of higher grant funding is positive on building and infrastructure asset renewal ratio. However, as grant funding is expected to return to pre-Covid-19 levels, own source operating revenue ratio is expected to meet the benchmark, whilst on the other hand, the Building and Infrastructure ratio is expected to fall behind the benchmark as shown in the ratios above.



SRV Scenario (Recommended scenario)



In June 2024, Council commenced a conversation with the community about a potential SRV in the adoption of the 2024/25 Operational Plan. From 2 August 2024 to 6 September 2024, Council undertook an extensive community engagement process to gauge the community's feedback about a potential 38.88% permanent SRV over 2 years, to be implemented as a 24% increase in year one and 12% increase in year two. Based on community feedback, a revised **37.67%** SRV over 2 years proposal and retained permanently is considered in this scenario, with reduced cumulative increases for Residential, Business, and Farmland rating categories when compared to the 38.88% option and with the balance to be sourced from the mining category.

Residential, Business, and Farmland rating categories now have a proposed 32.25% cumulative increase to be implemented as a 15% percent increase each year for two years and retained permanently. The mining category now has a proposed 85.13% cumulative increase to be implemented as a 43.66% percent increase in year one and a 28.87% increase in year two.

At the Council meeting on the 11th December 2024 it was resolved "That Council freezes increases to Waste Management and Sewerage Annual Charges during the proposed Special Rate Variation (SRV) implementation period, subject to the SRV being approved by IPART and those service areas maintaining a financially sustainable outlook.". The freezing of these charges have been incorporated into this SRV Scenario of the LTFP.

This scenario is developed using the base case, with additional rates income from the SRV over and above the rate peg published each year by IPART, with a view of addressing the financial and infrastructure sustainability criteria. Specifically, this scenario addresses

- Significant general fund true operating deficits over the entirety of base case LTFP
- 30% to 40% key infrastructure asset classes renewal gap over the entirety of base case LTFP
- Marginal unrestricted cash opening balance leading into negative in early years of the base case LTFP

In addition to key points outlined under Base case Scenario, the SRV Scenario

- Models the key general fund infrastructure renewal gap and allocates required capital expenditure budgets from Year 2 of the LTFP to ensure Council is adequately investing on renewing its asset portfolio. This additional allocation equals to \$28m over 10 years.
- Allocates additional renewal funding to address asset renewal backlog from year 6 of the LTFP. On-going backlog funding \$1.5m until the backlog is fully addressed. Total reported backlog as at 30 June 2024 is \$19.6m across all funds. Total allocated within LTFP is \$5.5m
- Workforce Strategy related expenditure \$810,000 per year in general fund (\$1m per year across all funds)
- Additional resourcing to deliver additional backlog related renewal works from year 6 of the LTFP, \$0.5m per year.

The Key financial results of this scenario are shown in the table below. Notably, the consolidated operating result before capital grant returns to positive. The Unrestricted cash position also improves and meet Council’s unrestricted cash outlined in [Unrestricted Working Capital Target](#) section of this document.

Projected Results – 37.67% SRV over 2 years scenario – Consolidated										
	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue	65,488,984	63,155,759	64,702,333	66,299,852	67,005,614	68,613,943	70,383,258	79,218,414	74,129,018	76,055,741
Operating Expenses	58,178,638	59,796,890	61,047,356	62,317,756	63,186,022	64,434,700	65,954,004	67,792,425	69,301,920	70,686,322
Net Operating Result	7,310,347	3,358,869	3,654,978	3,982,096	3,819,592	4,179,243	4,429,254	11,425,990	4,827,097	5,369,420
Net Operating Result before Capital Grants	445,104	2,749,466	2,915,266	3,223,891	3,042,432	3,382,654	3,612,751	3,589,074	3,969,259	4,490,135
Total Assets	831,280,408	834,373,872	838,910,407	842,603,332	846,018,102	848,414,600	853,807,260	873,135,811	876,987,652	881,903,760
Total Liabilities	29,143,162	28,877,757	29,759,313	29,470,143	29,065,321	27,282,576	28,245,982	36,148,542	35,173,287	34,719,974
Total Equity	802,137,246	805,496,115	809,151,093	813,133,189	816,952,781	821,132,024	825,561,279	836,987,268	841,814,365	847,183,786
Cash and cash equivalents - end of year										
- External Restrictions	44,968,076	47,147,700	45,805,772	43,935,447	39,718,537	40,074,904	43,754,056	43,537,660	48,945,330	52,456,576
- Internal Restrictions	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	1,893,222	1,765,281	1,849,713	1,922,735	2,641,613	3,569,077	3,918,360	3,308,937	3,352,318	3,527,170
	71,482,271	73,915,300	72,867,765	71,088,329	67,921,144	69,490,081	73,721,245	72,874,703	78,553,638	82,574,556

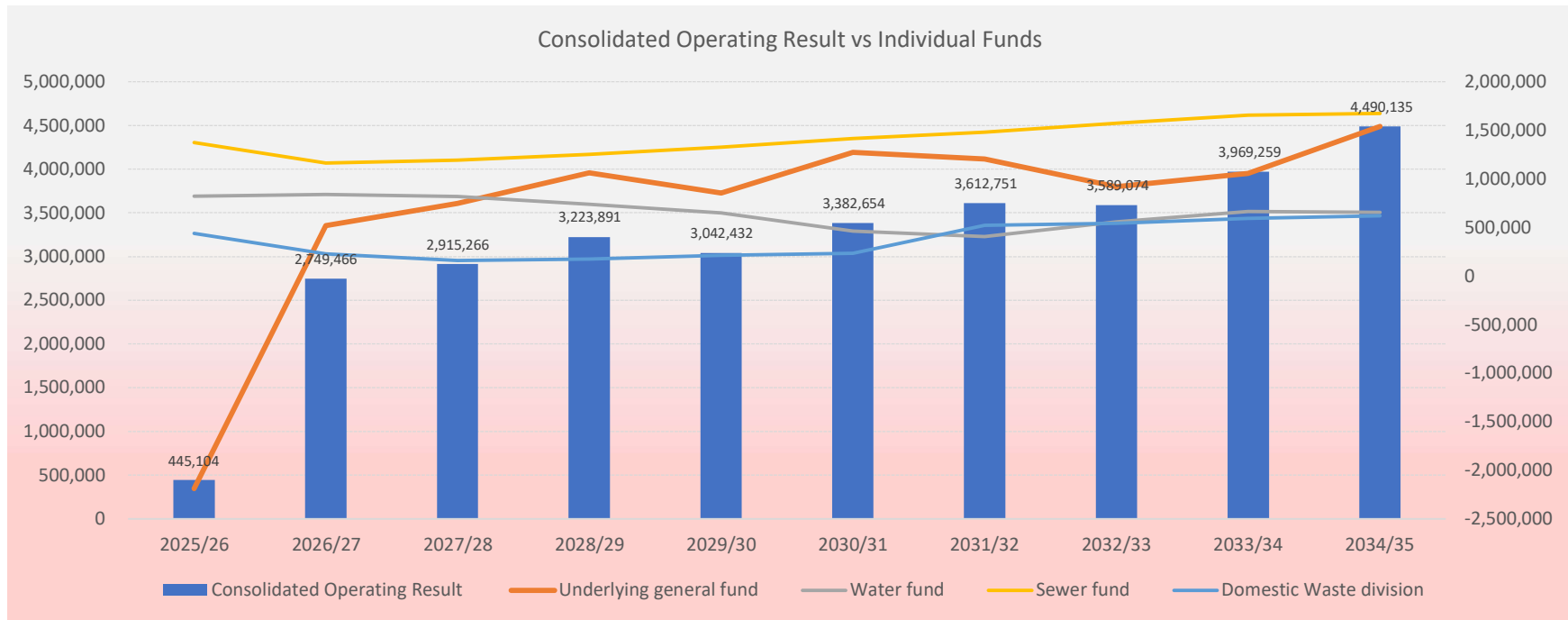
The consolidated operating result returns to positive over the duration of this scenario. Whilst this is stated to grow a lot more than breakeven target, the table below shows the composition of consolidated operating result, which means the underlying general fund result is maintained at only a modest level throughout the plan. This is essential, as each year Council face increases in expenditure greater than inflation due to global trends and supply chain shortages. Councils are also facing increased expenditure in regulatory and compliance space, and often new expenses that is not budgeted before. It is also very important to acknowledge that while this plan is for 10 years, many of the assets Council needs to renew have a useful life of well beyond that and in some

cases useful lives of 80-100 years which results in the plan not covering the full lifecycle of Councils assets and requires significant funds to be put aside for these future renewal needs.

The unrestricted cash position returns to positive as well, however, to maintain unrestricted cash at a reasonable level at end of year 1, additional renewal allocations have been added from year 2 onwards. Once the financial position comes to a sustainable level, additional backlog funding has been allocated to address opening backlog works. It should be noted that Council's recently updated Asset Management Plans (AMP's), suggest the actual funding gap will be greater than the current renewal gap estimates based on depreciation values. This is due to various assumptions used in AMP modelling, however, Council commits to the approach taken on the current SRV, to balance responsible asset management and ratepayer affordability.

The following table and the graph shows the breakdown of operating result by fund/division, included in the consolidated operating result.

Fund/Division	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Underlying general fund	-2,189,152	521,484	745,068	1,061,321	854,752	1,274,563	1,203,223	919,969	1,054,681	1,540,404
Water fund	820,972	838,629	819,030	738,351	647,269	461,379	406,602	555,256	666,703	656,074
Sewer fund	1,373,578	1,162,893	1,192,504	1,251,392	1,327,575	1,415,183	1,479,967	1,571,295	1,656,212	1,674,729
Domestic Waste division	439,706	226,459	158,664	172,828	212,836	231,530	522,959	542,554	591,662	618,928
Consolidated Operating Result	445,104	2,749,466	2,915,266	3,223,891	3,042,432	3,382,654	3,612,751	3,589,074	3,969,259	4,490,135

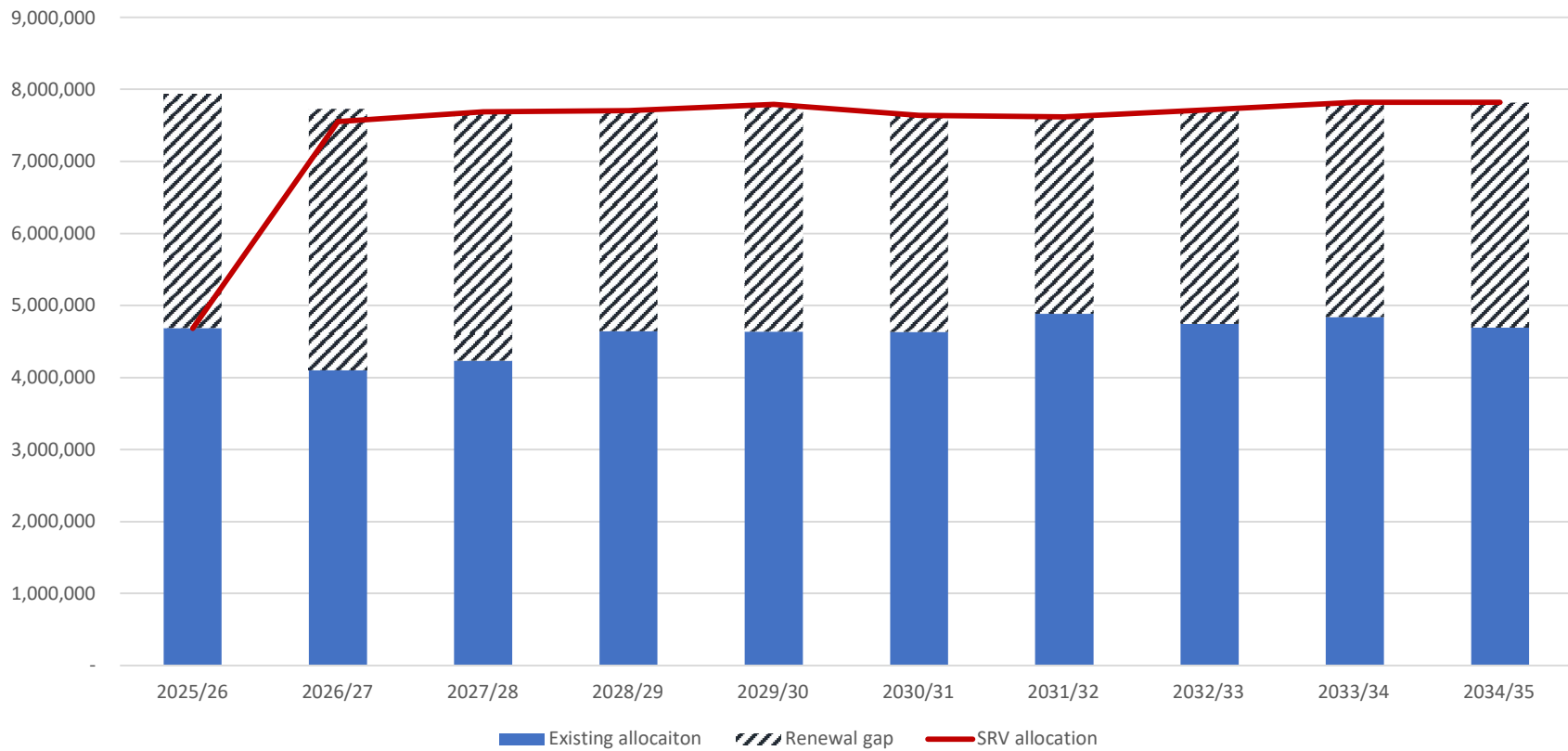


The most important aspect of this scenario is the ability to allocate capital expenditure to meet renewal requirement based on depreciation for key asset classes, starting from FY 2026/27 (year 2). Given the revised SRV proposal comprises of two equal increases over two years, Council is not generating adequate capacity in year 1 to start addressing renewal gap, however, it ensures Council’s financial stability and resourcing to undertake additional works from year 2 onwards. Specifically, this scenario includes:

- Additional \$19.6m or \$2.1 per annum for transport infrastructure (sealed and unsealed roads, bridges, footpath, kerb and gutter)
- Additional \$4.8m or \$0.5m per annum for open space assets
- Additional \$3.6m or \$0.4m per annum for buildings (community halls, cultural precinct, library, Council offices, community housing)

This approach concurs with community feedback on the want, and expectations for better road conditions and maintaining current service levels, which retains and improves liveability of Gunnedah and its villages. The following graph illustrates the renewal gap based on depreciation and SRV scenario allocation, which comprise of existing allocation and additional allocation from the SRV.

Addressing Renewal Gap for Key Asset Classes (Depreciation based) - SRV Scenario



Key ratios for general fund as outlined in Financial and Infrastructure Sustainability section are as follows.

General Fund		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating performance ratio	>=0.00%	-5.52%	0.52%	0.95%	1.56%	1.12%	1.55%	1.70%	1.11%	1.32%	2.13%

This ratio measures underlying General Fund's achievement of containing operating expenditure within operating revenue.

Own source operating revenue ratio	>=60.00%	56.48%	65.06%	64.83%	64.97%	65.99%	65.92%	66.05%	59.20%	66.10%	66.08%
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This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Building & infrastructure asset renewal ratio	>=100%	59.06%	97.78%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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Measures the rate of General Fund assets are being renewed compared to deterioration due to use and lapse of time

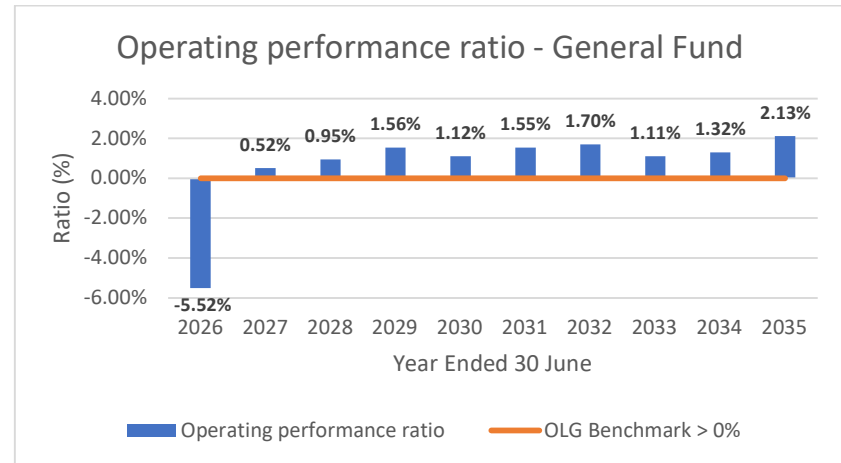
Debt services cover ratio	>=2.00	6.69	8.35	8.54	8.89	8.69	8.78	9.48	9.54	6.59	8.42
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This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Sustainability

General Fund Operating performance ratio (excluding Domestic Waste) starting to improve and remains stable towards the end of the LTFP as shown in the next graph. This means, Council is adequately covering operating expenses within operating income, thus providing adequate funding for capital renewal works, and generate a marginal capacity to fund future cost increases over and above the rate pegs.

Building and Infrastructure Renewal ratio returns to benchmark, which has a positive flow on effect as outlined in the paragraph above. Additionally, Council will start to address the backlog of renewal works in Year 6 of the LTFP, which should improve Infrastructure Backlog Ratio to stay below 2% benchmark. (<2%)



No SRV Scenario



This scenario is envisioned in the event of not proceeding with the proposed 37.67% SRV and developed from Base Case scenario. As outlined in Base Case scenario, underlying general fund result is \$3.1m deficit on average. Therefore, it is aimed at minimising or eliminating operating deficits, so that Council meets a key performance benchmark, and operate in a financially responsible manner in the short run. A typical action plan would look like:

Year 1 – Deferral of approximately \$3m general fund capital works program, due to limited time available to undertake full scope service level revision.

Year 2 onwards – Council will consult the community on a range of services provided, with intention of revising service levels downwards, to minimise or eliminate general fund operating deficits approximately \$3m per annum. For certain services this option means complete discontinuation rather than a reduction. This option can also include further deferral of capital works in future years to compliment savings made from reduction of service levels.

A high-level list of services Council provide to community is shown in the table below. This illustrates the width and breadth of Council services, supported by a range of internal service units such as finance, information technology and human resources. These are the services considered to be affected under this scenario with a proportional internal services if warranted.

Service Unit Name	Service Unit Name	Service Unit Name
Rural Unsealed Roads	Public Halls & Centres	Airport
Rural Sealed Roads	Building Control	Cemeteries
Parks & Gardens	The Civic and Venues	Koala Sanctuary
Swimming Pools	Economic Development	Footpaths & Bike Tracks
Urban Streets	Compliance and Regulation	Parking Control
Sporting Grounds	Street Lighting	Youth
Kerb & Gutter	Planning & Development	Community Housing
Library	Environment	Bus Shelters
Emergency Services	Regional Roads	Carparking
Social Planning	Noxious Weeds	Bridges
Street Cleaning	Animal Control	Public Health
Tourism	Arts & Culture	Caravan Parks & Camping Grounds

Summary of consolidated high-level results are outlined in the table below.

Projected Results - No SRV scenario - Consolidated										
	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue	63,537,000	58,809,241	60,219,289	61,699,944	62,285,796	63,771,090	65,414,162	74,119,786	68,897,480	70,687,830
Operating Expenses	57,108,638	55,694,790	56,842,703	58,007,987	58,768,509	59,906,750	60,812,854	62,522,746	63,900,500	65,149,866
Net Operating Result	6,428,363	3,114,451	3,376,586	3,691,956	3,517,287	3,864,340	4,601,308	11,597,039	4,996,980	5,537,964
Net Operating Result before Capital Grants	-436,880	2,505,048	2,636,875	2,933,752	2,740,127	3,067,752	3,784,805	3,760,124	4,139,141	4,658,679
Total Assets	830,273,275	832,722,842	836,966,758	840,355,881	843,454,338	845,521,570	851,047,250	870,531,140	874,536,757	879,604,892
Total Liabilities	29,018,013	28,353,128	29,220,458	28,917,625	28,498,794	26,701,685	27,626,058	35,512,909	34,521,546	34,051,717
Total Equity	801,255,262	804,369,714	807,746,300	811,438,257	814,955,544	818,819,884	823,421,193	835,018,232	840,015,211	845,553,176
Cash and cash equivalents - end of year										
- External Restrictions	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548
- Internal Restrictions	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	3,540,575	3,624,511	3,763,569	3,406,971	3,703,733	3,966,649	3,762,533	3,236,735	3,254,166	3,433,385
	73,531,078	76,687,196	76,238,728	74,587,724	71,570,428	73,061,120	77,339,847	77,192,918	83,477,288	88,149,743

Key ratios relevant to general fund are illustrated in the table below. As this option will include deferral of capital works in year 1, it will create additional backlog as shown in the graph below, and may not be addressed in the foreseeable future, due to not having financial capacity to do so.

		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating performance ratio	>=0.00%	-8.45%	-0.68%	-0.26%	0.40%	-0.13%	0.35%	1.56%	0.90%	1.12%	2.01%

This ratio measures underlying General Fund's achievement of containing operating expenditure within operating revenue.

Own source operating revenue ratio	>=60.00%	54.82%	61.80%	61.55%	61.69%	62.75%	62.66%	62.81%	55.74%	62.86%	62.84%
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This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

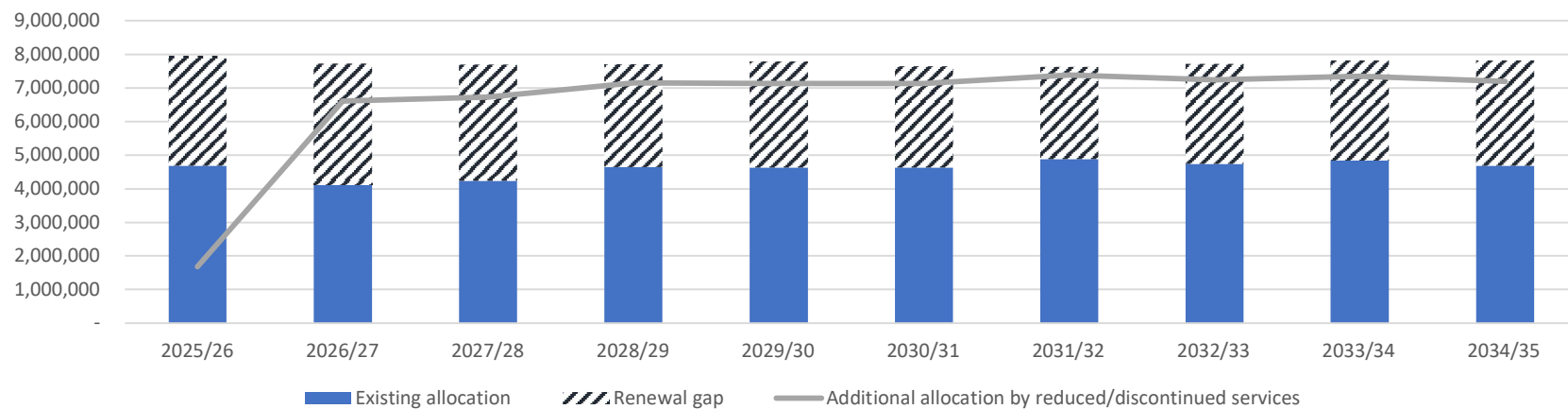
Building & infrastructure asset renewal ratio	>=100%	21.23%	85.48%	87.52%	92.76%	91.56%	93.37%	96.84%	93.85%	93.88%	91.97%
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Measures the rate of General Fund assets are being renewed compared to deterioration due to use and lapse of time

Debt services cover ratio	>=2.00	6.05	8.04	8.20	8.53	8.32	8.40	9.38	9.44	6.51	8.33
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This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Addressing Renewal Gap for Key Asset Classes (Depreciation based) through service reduction - No SRV Scenario



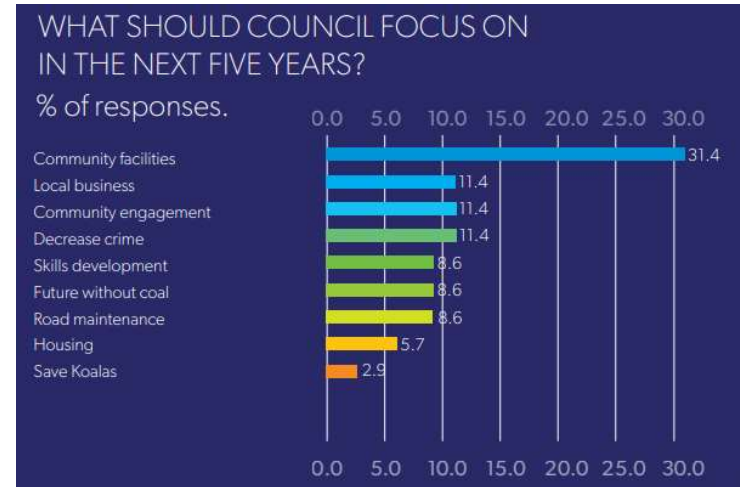
Advantages

- No additional rate increase for ratepayers, which has been identified as a concern from independent telephone survey (August 2024).
- Year 1 deferral of capital works can be implemented reasonably rapidly, as a response to preserve financial position.

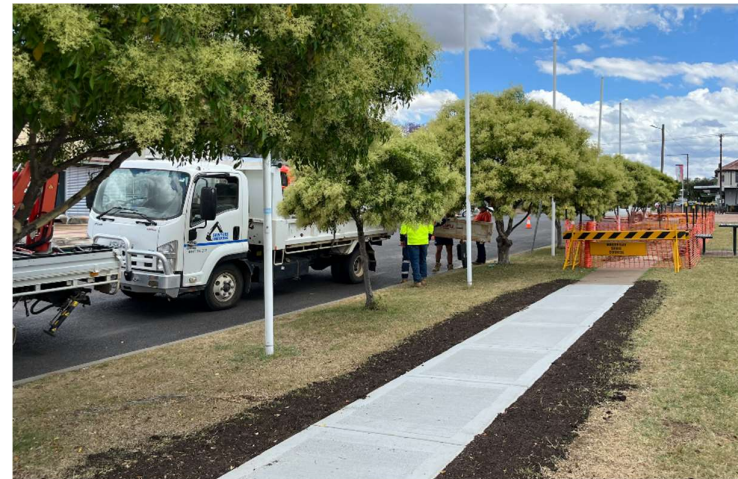
Disadvantages

- The community has requested, and in some case demanded based on safety reasons, that Council to maintain and/or improve current service levels as concluded from independent telephone survey (August 2024). This option cannot be achieved without increasing rates.
- Council’s Community Strategic Plan (2022) recognises the community wants Council to focus on community facilities as a top priority. As this option will include reduction of opening hours to community facilities, less maintenance, and less renewal, it directly contradicts with Gunnedah’s shared vision.
- Deferral of capital works in the short run will increase the existing backlog, and will create a large liability for Council in future years to fund. Some infrastructure may deteriorate past the renewal stage if unattended on a timely manner and may lead to higher, and in some cases significantly higher expenditure due to the whole asset requiring replacement.
- Council’s cash position will become even harder to manage and potentially lead to a negative unrestricted cash balance which cannot be allowed to occur under legislation.

Due to these reasons, this scenario is not recommended.



Focus area for next five years – Community Strategic Plan 2022



Chandos Street footpath renewal works underway – November 2024

Planning Assumptions

Following planning assumptions have been used in developing this LTFP.

Statement Item	Base case scenario	37.67% SRV scenario	No SRV Scenario
Rates	4.7% approved rate peg in Year 1, forecasted 3.5% for Year 2 and 3% for Year 3. A rate peg of 2.5% afterwards.	4.7% approved rate peg in Year 1 + 13.3% proposed special variation, forecasted 3.5% rate peg for Year 2 and 13.17% special variation, 3% rate peg for Year 3. A rate peg of 2.5% afterwards. Waste & Sewer Annual Charges have been frozen for the duration of the SRV. (2 Years)	Same assumptions as base case scenario.
Population growth	0.1% throughout the LTFP.		
User Fees & Charges	2.5% throughout the LTFP.		
Operating Grants & Contributions	2.5% throughout the LTFP.		
Capital Grants & Contributions	3.1% in Year 1, 2.68% in Year 2, 2.6% in Year 3 and 2.5% from Year 4 onwards.		
Employee Benefits & on-cost	Salaries increasing 3% in Year 1 and 2, then 2.5% from Year 3 onwards. Super increasing 3.5% in Year 1 to account for increase as per superannuation guarantee act, 3% in Year 2 and 2.5% from Year 3 onwards. Other employee costs increasing 2.6% Year 1 and 2.5% from Year 2 onwards.		
Materials and Services	Raw Materials & Consumables and Contracts increasing by 4.7% in Year 1, 3.5% in Year 2, 3% in Year 3 and 2.5% from Year 4 onwards. Other materials and services increasing by 3% in Year 1 and 2, then 2.5% from Year 3 onwards. Legal expenses, other utilities and other expenses increasing by 2.5% throughout the LTFP.		
Other Expenses	2.5% throughout the LTFP.		
Interest	3.5% in year 1, 3% in year 2 and 2.5% afterwards.		
Borrowings	Current borrowings range between 3.65% to 7.2% with an average of 5.03%. New borrowings are assumed at 5%.		

Revenue Strategy

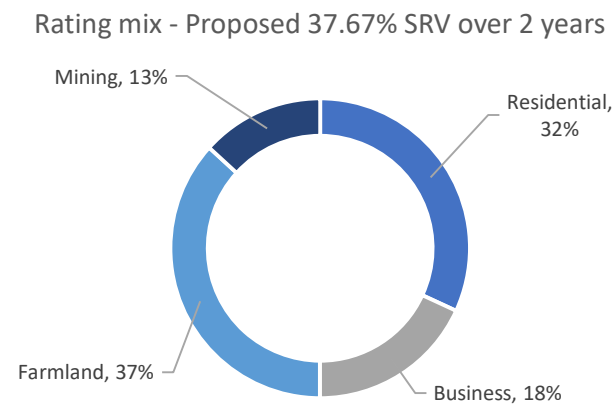
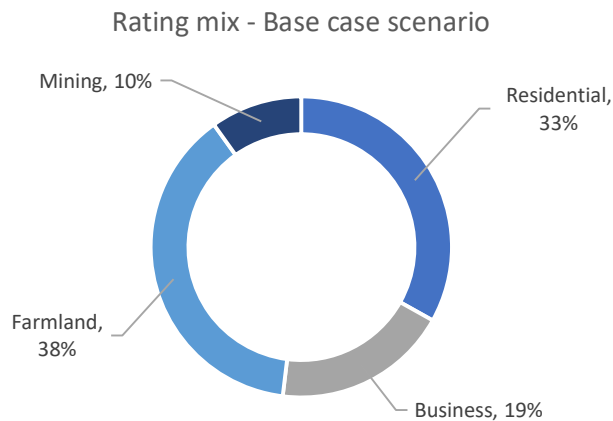
Council’s revenue is comprised of a few streams, such as rates, annual charges, user fees, grants, developer contributions and investment revenue. Growth of revenue is a critical success factor for Council’s long-term financial sustainability due to the increase in operating expenditure and complexity in service delivery models. However, some of these revenue streams, such as rates, are subject to OLG’s indexation regulations, therefore, not readily responsive to market price elasticity of operating expenditure. This LTFP focuses on revenue streams Council has direct control of and formulates pricing with the aim to recover a set percentage of associated cost of delivering services.

Rates and Annual Charges

Rates and Annual Charges are a major component of Council’s revenue base, contributing approximately 40% of Council’s estimated revenue in the Base case scenario. This percentage increases up to 46% in the 37.67% SRV scenario.

Ordinary Rates

Council levies rates on properties within the Council area and funds a range of services in the community. This is the most prominent income stream for Council. Rates are levied across four rating categories, and the composition of each category for FY 2025/26 under Base case and 37.67% SRV scenario are as follows.



Farmland is the major contributor and has maintained a steady level of contribution over the last five years. This category symbolises Gunnedah Shire’s positioning as one of Australia’s richest pockets of agricultural land. Based on community feedback during the SRV consultation period, Council is proposing to shift the mix to ease the rate increase impact to residential, farmland and business categories, and recoup the balance from mining category, which represent a major user of Council and community infrastructure.

Council is limited by the rates indexation determined by Independent Pricing and Regulatory Tribunal (IPART) known as rate peg. IPART sets the rate peg for FY 2025/26 at 4.7%. FY 2026/27 is assumed as 3.5% and FY 2027/28 is assumed as 3% due to current inflation is expected to take 1-2 years to reach Reserve Bank’s inflation targets. Future years are indexed with IPART’s indicative rate peg of 2.5% before population factor.

Council’s rate base consists of approximately 6,488 properties and is estimated to generate \$16.6m net rates revenue in FY 2025/26. With a stable growth in line with the Gunnedah Shire Local Housing Strategy, a population factor of 0.1% has been built into the all future years of this LTFP, resulting in an effective indexation of 2.6% (rate peg 2.5% + population factor 0.1%) from FY 2027/28 onwards. Council’s total rate base with the proposed 37.67% SRV included is expected to generate \$18.7m net rates revenue in FY 2025/26 and \$21.8m net rates revenue in FY 2026/27.

Average rate by category and annual increase for each scenario is shown below.

Base case scenario – 4.7% in year 1 and 3.5% in year 2

	FY 2024/25	FY 2025/26	Annual increase	FY 2025/26	FY 2026/27	Annual increase
Residential	\$1,106.16	\$1,156.50	\$50.34	\$1,156.50	\$1,196.98	\$40.48
Business	\$5,899.02	\$6,167.48	\$268.46	\$6,167.48	\$6,383.34	\$215.86
Farmland	\$5,336.54	\$5,579.40	\$242.86	\$5,579.40	\$5,774.68	\$195.28
Mining	\$316,615.92	\$331,024.96	\$14,409.04	\$331,024.96	\$342,610.85	\$11,585.89

37.67% SRV scenario – residential, business and farmland 15% each in year 1 and year 2, mining 43.66% in year 1 and 28.87% in year 2

	FY 2024/25	FY 2025/26	Annual increase	FY 2025/26	FY 2026/27	Annual increase
Residential	\$1,106.16	\$1,272.09	\$165.93	\$1,272.09	\$1,462.90	\$190.81
Business	\$5,899.02	\$6,783.87	\$884.85	\$6,783.87	\$7,801.45	\$1,017.58
Farmland	\$5,336.54	\$6,137.03	\$800.49	\$6,137.03	\$7,057.58	\$920.55
Mining	\$316,615.92	\$454,848.74	\$138,232.82	\$454,848.74	\$586,146.06	\$131,297.32

Waste Management

A 2.5% increase in Domestic Waste Management (DWM) Charges has been factored into all years of the LTFP in the Base Case Scenario based on the reasonable cost for providing this service due to significant increases in the costs associated with the provision of this service. However, due to the Council Resolution of the 11th December 2024, it was resolved to freeze the DWM annual charges for the 2 years of the SRV. The SRV scenario reflects this decision.

Water Supply

The water supply annual charges and usage charges have been set in accordance with reference to the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The strategy in place for the Water Supply Long Term Financial Plan has been established to ensure that the total income generated is sufficient to meet all of the long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of water supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs.

The standard Water Service Availability Charge for the year 2024/25 has been set at to \$242.50. Charges in following years are expected to be increased by 2.50% to ensure overall revenue keeps up with rising costs. This course of action will ensure that the water fund has well-maintained assets and appropriate level of services, thus reducing Council's risk exposure.

Sewerage Services

The sewerage supply annual charges and usage charges have been set in accordance with the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The Long Term Financial Plan strategy for Sewerage Services has established that the total income generated needs to be sufficient to meet all of the long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of sewer supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs. Charges for the Financial Year 2024/25 has been set at \$688.40 for the residential sewer charge. Charges in the following years have been estimated to rise by 2.50% over the life of the plan in the Base Case Scenario. This course of action will ensure that the sewer fund has well-maintained assets and appropriate level of services, thus reducing Council's risk exposure. However, due to the Council Resolution of the 11th December 2024, it was resolved to freeze the Sewer annual charges for the 2 years of the SRV. The SRV scenario reflects this decision.

Fees & Charges

Council has the ability to raise revenue through the adoption of a fee or an annual charge for services or facilities provided. Our fees and charges are split into the following categories:

1. Regulatory – these fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increase of these fees and charges.

2. Discretionary – Council has the capacity to determine the charge or fee for discretionary works or services, such as the use of community facilities and access to community services. These fees are charged with the intention of recovering all cost (e.g. water/sewer/domestic waste) or internally stipulated percentage of cost (e.g. The Civic/swimming pool) associated with this service or usage of a facility.

Grants & Contributions

This LTFP includes ongoing recurrent grant funding such as Financial Assistance Grant, Block Grant and Roads to Recovery Program. Equally, the associated grant funded expenditure is also recognised where applicable. Most of the other non-recurrent grant funding is included only in the first year. In the instances Council is aware of such grant applications at the time of preparing this LTFP. Each Financial Year, Council is also awarded significant contract works on State Roads, which assist in maintaining existing workforce and plant resource levels.

Council has been delivering a few significant grant funded projects in the recent years and the only ongoing major project is Koala Park, which is expected to be completed in 2026. Accordingly, 50% grant funding (\$5.6m) associated with stage 3 of Koala Park is included in FY 2025/26. FY 2032/33 assumes \$7m grant funding to partly fund indoor aquatic centre development project, with balance is assumed to be from loan borrowings. This LTFP includes operating expenditure and depreciation when these assets are commissioned for community use.

Developer Contributions

Section 7.11 and 7.12 of the *Environmental Planning & Assessment Act (1979)* enables Council to collect contributions towards the provision, extension or augmentation of public amenities and services required as the result of a development. Council's Contribution Plans set out what infrastructure is required, likely timing of construction, cost of required works and how this cost will be split between Council and developers. Council is only able to levy contributions in accordance with this plan. Where permitted, developers may construct works, or dedicate land in lieu of making cash contributions. When this happens, the developer enters into a Voluntary Planning Agreement (VPA). In these cases, the works are required to be completed prior to the developer being issued a certificate for their development.

Interest Revenue

Council holds funds for externally restricted reserves, such as water and sewer augmentation, domestic waste management and government grants, received in advance and internally restricted reserves for particular business activities such as plant replacement, saleyards and GoCo. These funds, together with any excess unrestricted general funds, are invested in accredited financial institutions in accordance with Council's Investment Policy. Risk profile of each financial institution, working capital requirements of aforesaid business activities and long-term interest rate forecasts are reviewed thoroughly before placing any

investment and are reported to Council on monthly basis. It is also noteworthy that Council holds one of the highest-performing self-managed investment portfolios* in NSW. Interest revenue is recognised by each fund and has been forecast in this LTFP.

Loan Borrowings

Council will consider borrowing funds for specific capital projects which are clearly linked to community expectations outlined in the Long-Term Financial Plan and Community Strategic Plan, and after all other potential funding strategies have been investigated, including the use of existing cash reserves and external funding opportunities. In principle, the purpose of borrowing should link to creation of intergenerational equity. Council reviews its Long-Term Financial Plan to ensure capacity to service the debt from recurrent revenues. Accordingly, all LTFP scenarios include a proposed \$10m new loan in FY 2032/33 to part fund new indoor aquatic centre development project, as current facility is reaching end of life. This new facility will be serving generations to come, as the current facility has done over last few decades.

One of the key performance indicators for loan borrowings is debt service cover ratio, and it sits at higher level compared to the OLG benchmark. Whilst it appears loan borrowing is a short term option to address the current backlog and ongoing asset renewal gap, it will worsen the general fund operating deficits, and therefore not recommended as an option in this LTFP.

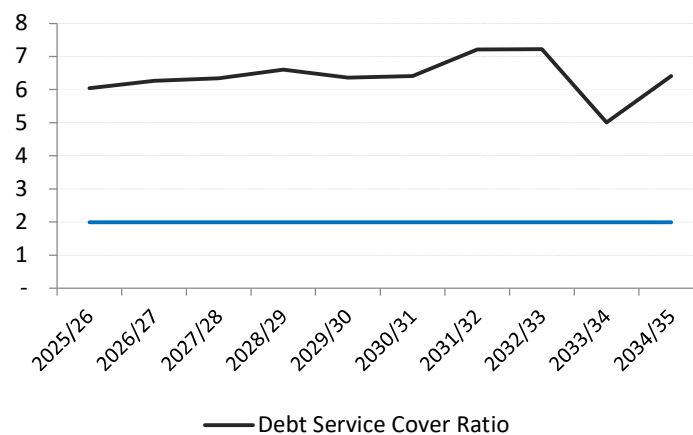


Figure 5: Debt service cover ratio – 10 years

Operating Expenditure

Operating Expenditure

Operating expenditure includes the ongoing cost of delivering services and maintenance of Council’s infrastructure. This is funded by operating revenue including operating grants and contributions but generally excludes capital grants and contributions, which are intended to fund capital expenditure.

Employee costs represent more than a third of Council’s operating expenses, which is a key characteristic of a service organisation. Materials and services generally making up another third of operating expenses. Depreciation accounts for approximately a quarter of operating expenditure and is a fair indication of how much Council’s asset portfolio is expected to deplete in the coming 12 month period. In order to maintain assets to at least the same condition rating, capital renewal work by asset category can be benchmarked against depreciation, which forms part of Council’s capital expenditure. The chart on the right shows the breakdown of operating expenditure in the last Financial Year. Some of these assumptions are being used in formulating future expenditure projections, however a number of modifications have been incorporated to address external changes to the operating environment and internal changes to operating models.

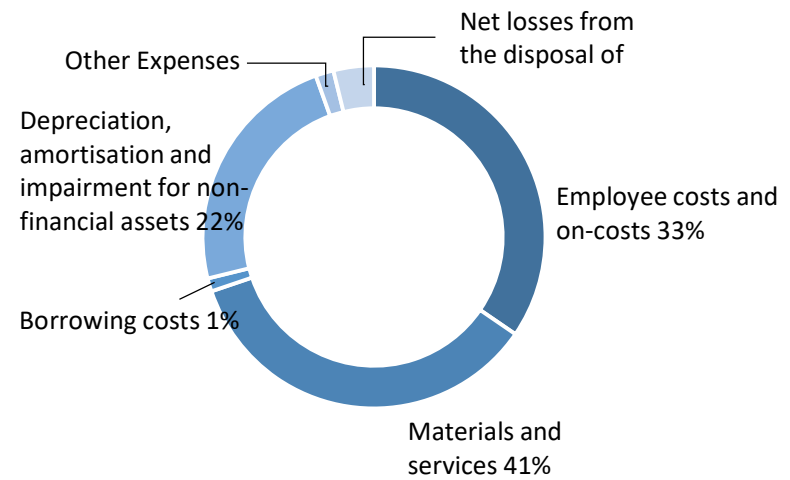
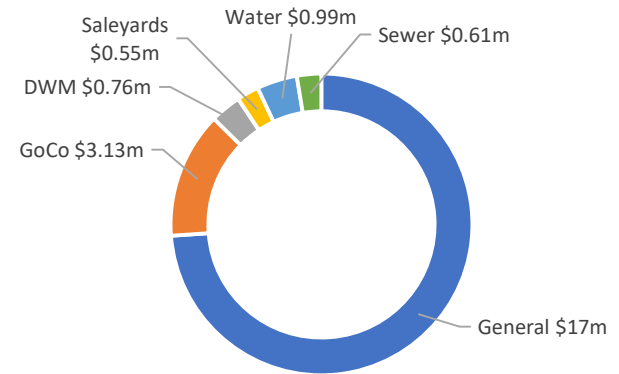


Figure 6: Operating expenditure by category – Audited Financial Statements 2023-24

Employee Cost

Council’s workforce manage, deliver services and maintain infrastructure across the Gunnedah Shire including the provision of water and sewerage services. The Local Government Award stipulates the percentage increase in each year, which is 3.5% for FY 2024-25 based on NSW Local Government (State) Award 2023. An award increase of 3% has been used from FY 2025/26 and FY 2026/27. An increase of 2.5% has been applied from FY 2027/28 onwards. Additionally, an allowance has been made for superannuation guarantee levy increase in FY 2025-26, therefore an effective increase of 3.5%. Employee wages are split across General, Water, Sewer, GoCo funds and other internally or externally restricted divisions as illustrated in the graph to the right.



Employee cost by Fund/Division

This LTFP also includes a budget allocation of \$5.3m over the 10 years for staff training and development; enable Council to maintain a skilled workforce for quality service delivery and to empower succession planning strategies.

Materials & Services

This category represents expenses of council in the day-to-day operations that are not included in employee costs or depreciation such as raw materials used in maintaining infrastructure, contractors and consultants, utilities, insurance, and information technology related expenditure. Materials and services represent approximately a third of operating expenses and are subject to external factors such as inflation and scarcity, which can vary from the assumptions used in this LTFP. This risk is identified in Risk Assessment and Sensitivity Analysis section.

Depreciation

Depreciation is non-cash expenditure in the income statement and is calculated using the straight-line method to allocate respective asset’s cost, net of residual value over the estimated useful life. Land is not depreciated. Infrastructure, property, plant, and equipment are held at fair value. Comprehensive valuations are performed at least every five years; however, the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from its current fair value.

During recent comprehensive revaluations, the carrying value of assets has gone up exponentially, due to high inflation, behaviour of market forces and supply chain shortages, particularly in regional areas. This is resulting in higher depreciation and higher cost of assets renewal or upgrade. All NSW Councils are now required to index assets not subject to comprehensive revaluation in that year, therefore, the forward depreciation forecast has been indexed by 2.5%. If the actual increase to carrying value of assets is higher than this assumption, there will be an adverse impact on operating result, capital renewal budgets and infrastructure renewal ratio. This is further discussed under Risk Assessment section of this document.

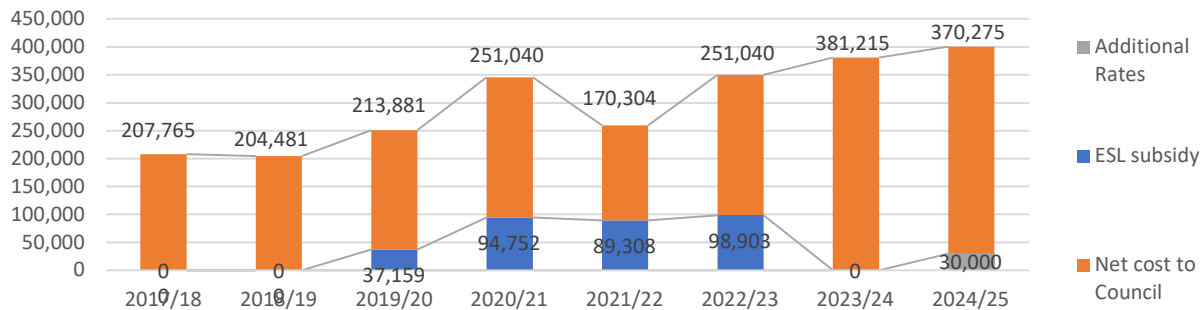
Depreciation represents the portion of funding that is used in capital expenses such as renewing or upgrading existing assets together with any operating surpluses before capital.

Other expenses

Other expenses are not part of the day-to-day operations of Council and generally relate to s356 contributions and levies payable to other levels of government. Other expenses makes up under 5% of total operating expenses. The Emergency Service Levy (ESL) is one of the notable items in this category, which forms part of 11.7% contribution to State emergency services funding by NSW Councils.

In recent years, ESL has gone up exponentially, and all NSW Councils have been offered a subsidy to offset part of this increase. Most recently, ESL movement has been built into rate peg formula, however, as illustrated in the graph below, net cost to Council has increased almost two fold over the last seven years, which is adding pressure to general fund bottom line.

ESL Movement and ESL Subsidy



Capital Expenditure

Council has a growing asset base, and Net Carrying Value (NCV) has increased exponentially over past five years. This is mainly due to revaluations and indexations linked to recent extraordinary economic circumstances. In recent years, Council has been undertaking an extensive capital works program, predominantly funded by grants and contributions, which also contributes to overall increase of asset base.

Most of Council assets are public goods, and not income generative in nature. This means, Council is facing challenges in maintaining, renewing and upgrading its asset base with a recurrent income base, that is not proportionate to growth of asset base. As illustrated in figure 1 below, Council’s asset base has grown over \$250m during past five year, whereas, as illustrated in figure 2 below, Council’s own source income (income excluding grants and contributions) has only grown less than \$5m.

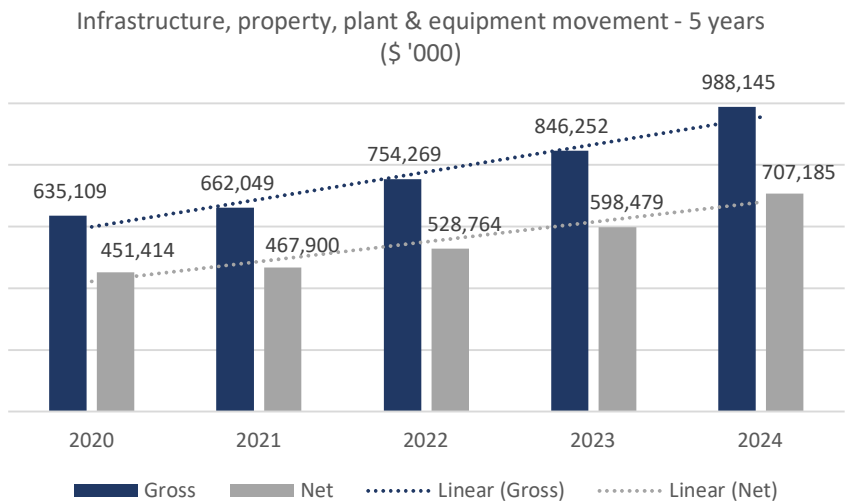


Figure 1 - Infrastructure, property, plant & equipment movement - 5 years

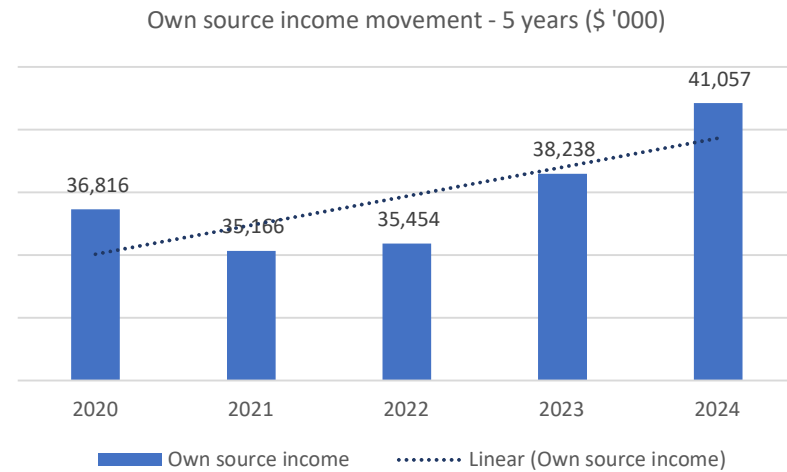


Figure 2 - Own source income movement - 5 years

For the purpose of this section, a 10-year period from 2024/25 to 2034/35 is being considered, as a new 10 year capital works program is being developed as part of current year budget process. It should also be noted that following capital works program is for entire Council, which means it also includes water, sewerage and domestic waste projects.

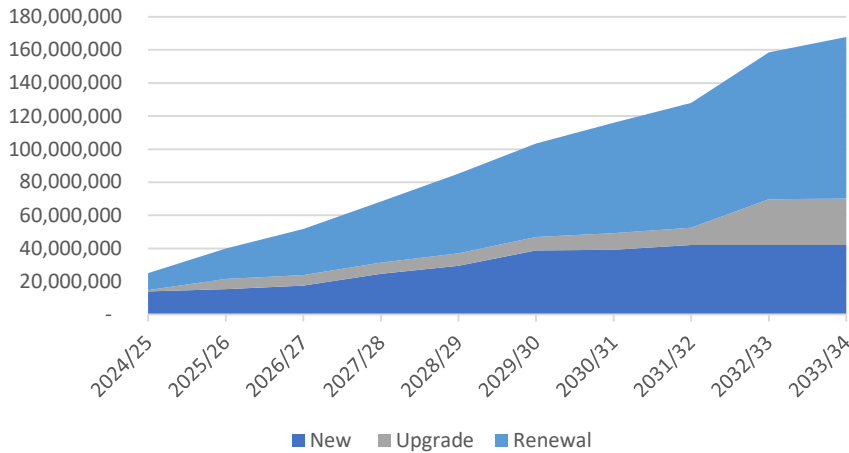


Base case scenario

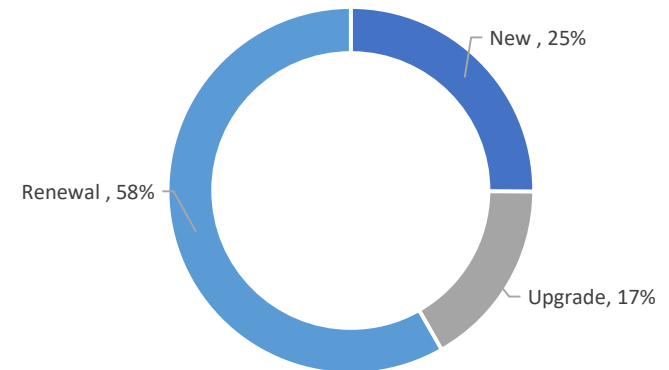
Base case scenario includes \$168m worth of capital expenses across all funds over ten-year period. It predominantly consists of capital renewal expenditure over \$97m, capital upgrade expenditure of \$28m and capital new expenditure over \$42m. Capital renewal expenditure is defined as bringing existing assets into original or agreed service condition, such as reseal or reconstruction of roads. Capital upgrade expenditure enhances the service level, such as widening a road. Capital new expenditure represents construction or purchase of a new asset into the current asset portfolio such as construction of a new playground or purchase an additional plant fleet.

Capital expenditure is funded by a range of funding sources including general revenue, internal restrictions (e.g. plant replacement reserve), water, sewer, domestic waste funds and developer contributions. Funding also includes expected government grant funding, however, the risk of changes to these grant arrangements is discussed in the Risk Assessment section.

Cumulative capital expenditure by work type - 10 years



Total capital expenditure by work type - 10 years

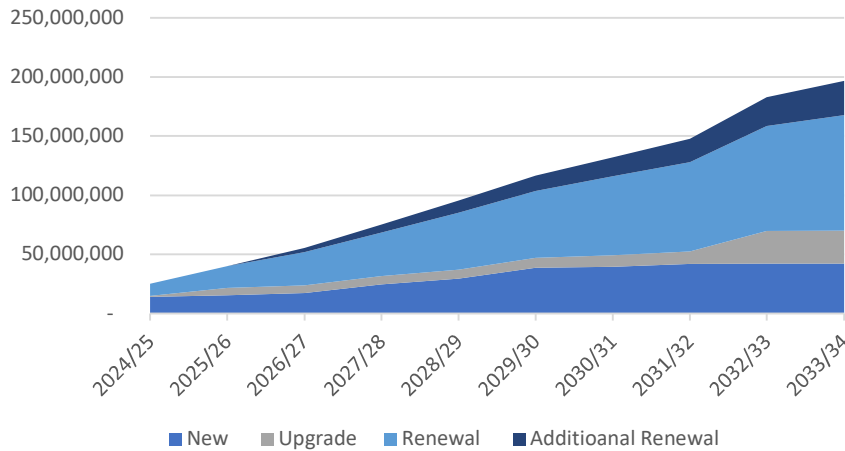


SRV Scenario

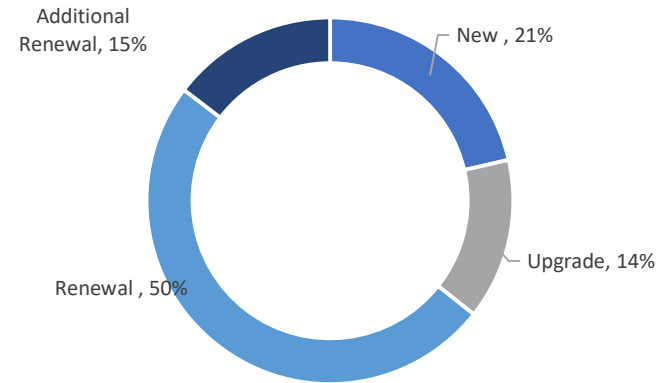


This scenario allocates additional renewal and backlog related capital expenditure to supplement current renewal budgets included in the LTFP. As following graphs include all of Council capital expenditure, additional allocation looks marginal, however, the 'Addressing renewal gap' graph on page 17 illustrates the accurate representation of additional expenditure budgets allocated from the proposed SRV.

Cumulative capital expenditure by work type - 10 years



Total capital expenditure by work type - 10 years



No SRV Scenario

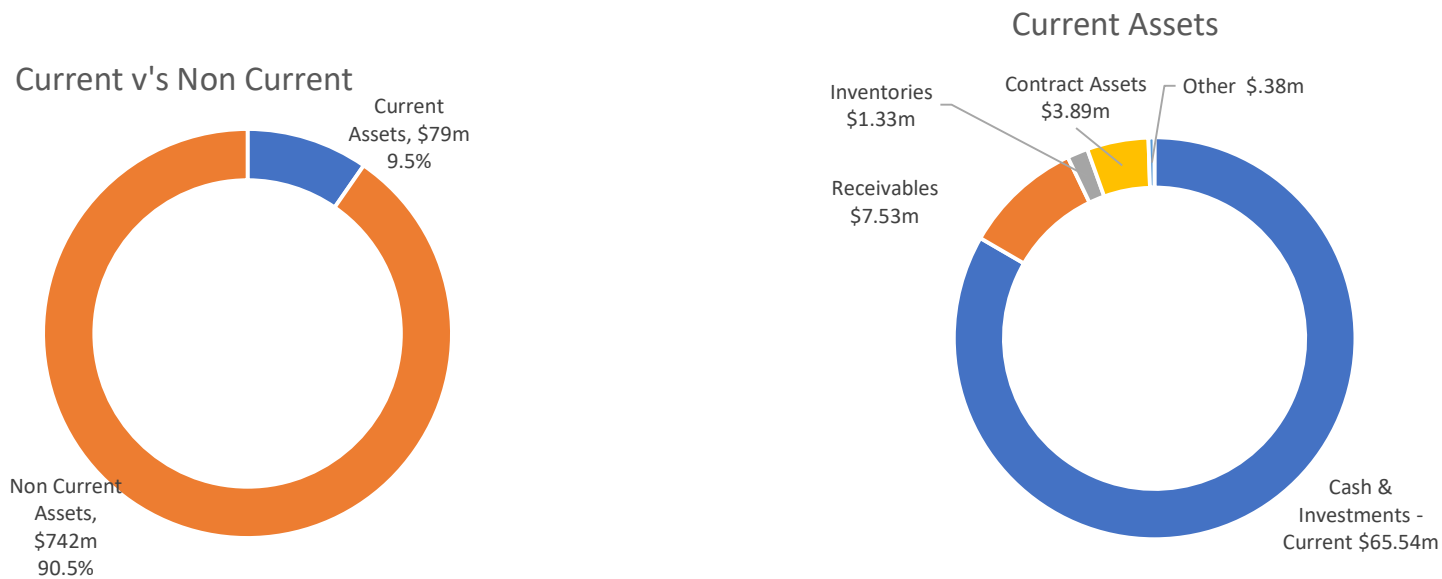


This scenario considers reducing already allocated capital renewal budget in FY 2025/26 (year 1 of the new LTFP) until Council considers revisions to service levels in consultation with community. As outlined under Base Case Scenario, total renewal requirement is currently not funded, hence further reduction will be detrimental for Council asset base. This will only become necessary to meet short term financial stability if the proposed SRV is not progressed or not approved by IPART.

Assets and Liabilities

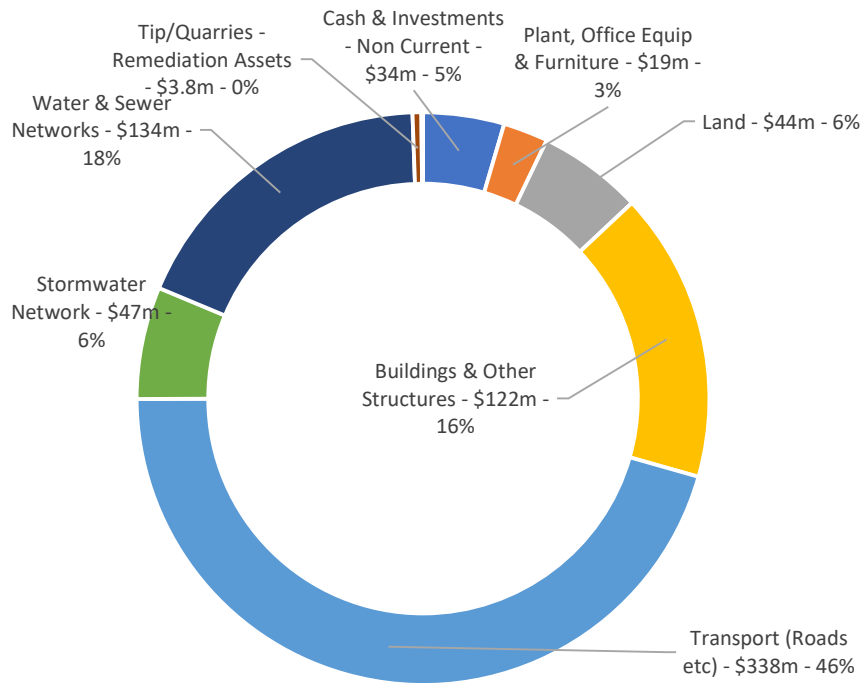
Assets

Assets are any resource owned or controlled by Council that can be used to produce positive economic value. Current assets largely consist of cash and cash equivalents, investments, receivables, contract assets, and inventory which are expected to be realised within one year. Non-current assets represent infrastructure, property, plant and equipment, and are not expected to be realised within one year. Council's asset base consists of approximately 90.6% non-current asset and 9.60% current assets as per the 2023/24 audited financial statements, as demonstrated in the graph below.



Current assets include contract assets, which is essentially grant debtors. This represents grant milestones achieved towards end of each financial year, however, payments not been received due to timing. Each year Council has various grant payments outstanding at balance sheet date, therefore, a reasonable amount of contract assets has been maintained throughout this LTFP.

Non Current Assets



Cash and cash equivalents

Cash and cash equivalents and investments are categorised as external restrictions, internal restrictions and unrestricted. External restrictions include water, sewer and domestic waste funds, developer contributions, and grants received in advance. Council is bound by legislation or third-party contractual agreements that restrict the use of funds held. Internal restrictions are those that Council have allocated by resolution or policy to identified programs of works and any forward strategic plans. Details of these restrictions and unrestricted cash amount are presented to the Council at the end of each month through investment reports.

Liabilities

Liabilities are categorised as current liabilities and non-current liabilities. Current liabilities include all payables, most contract liabilities (funds received prior to performance obligation being satisfied (upfront payments) – AASB 15), current portion of borrowings, lease liabilities and rehabilitation provisions. Employee benefit provisions can be current (eg: annual leave) or non-current (eg: portion of long service leave). Certain liabilities are cash backed such as tips and quarries remediation provisions (100% of progressive liability at each reporting date) and employee leave entitlements (30% of liability at each reporting date).

Long-term borrowings and tip remediation provision are two major items in non-current liabilities of Council. One additional loan is included in this LTFP, and with existing loans, represents a total of \$19.5m in principal repayments.

Unrestricted Working Capital Target

Background

Council is holding a reasonable amount of cash as presented to Council on monthly basis through investment reports. However, a major portion of this is restricted for general purposes predominantly by legislation and by Council policy.

External restrictions represent business activities such as water, sewerage, domestic waste management and grants received in advance of expenditure. Various legislation such as Local Government Act 1993 restricts Council from using these funds for purposes they are raised for, therefore, Council must maintain separate to general funds.

Internal restrictions represent liabilities Council and funds required to meet future expenditure. For example, plant fund is maintained to fund future plant purchases such as graders, as Council cannot fund these within a standard annual budget. Council also much put aside funds to remediate quarries and pay employee entitlements as specified in relevant legislation.

Unrestricted cash portion represent cash Council can use to meet unbudgeted expenditure such as weather events and apply for grants require co-contributions. Similar to any commercial operation, Council also must maintain a working capital balance to meet time critical expenditure in advance of income. For example, in any given financial year, Council start receiving rates revenue only in late August, which means, Council must

maintain an adequate unrestricted cash balance on each 30 June to meet expenditure in the interim.

The following graph shows the breakdown and movement of each cash classification discussed above. Notably, unrestricted cash balance stays extremely low compared to scale of Council operations and working capital requirements. Strategies to improve unrestricted cash position is discussed throughout this document.

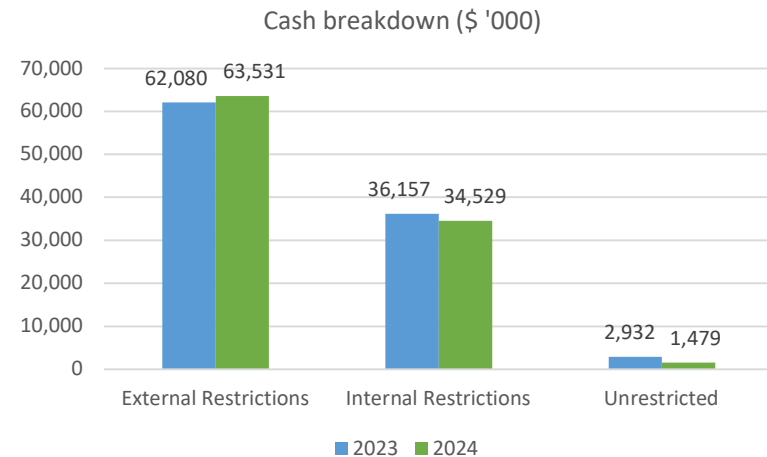
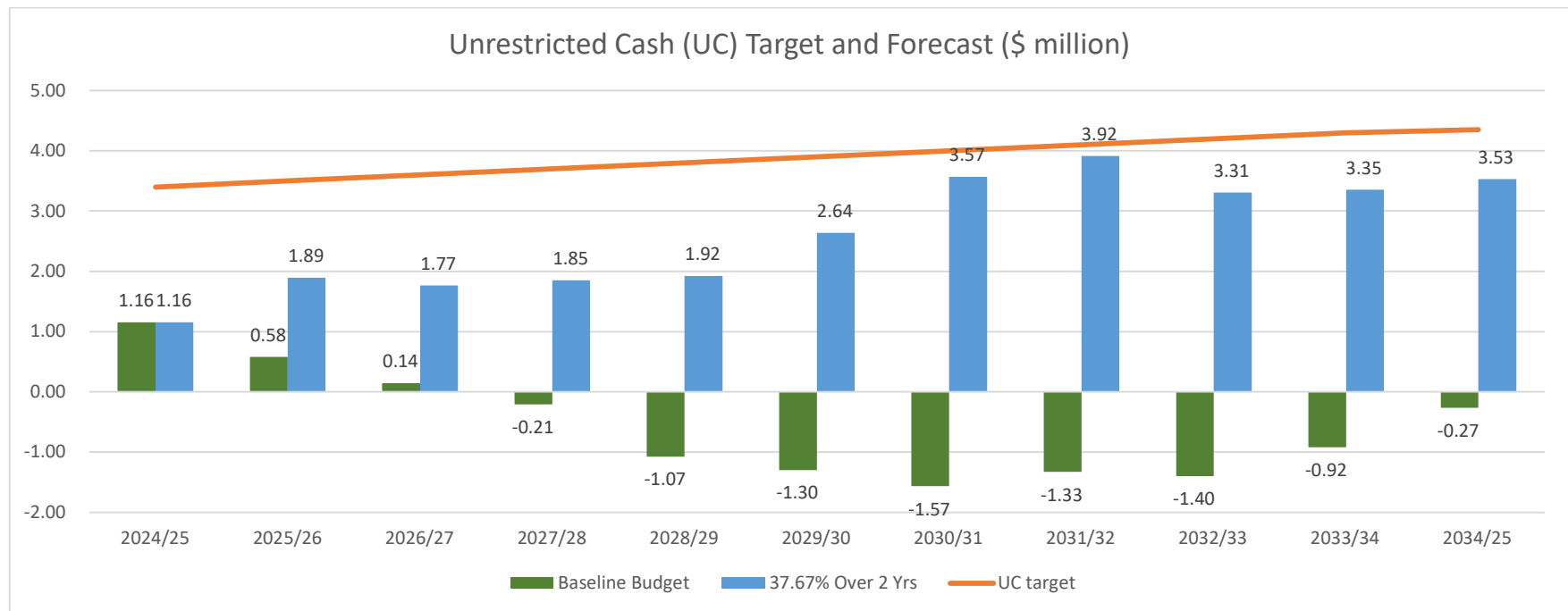


Figure 3 - Cash breakdown and movement FY 2023 and FY 2024

Basis

Council has set the unrestricted working capital target as amount of cash required to meet 3 months' worth of already committed general fund expenditure, in an event of revenue is not being able to generate.

At any given point in time, Council has receivable and payable balances, and it is assumed that these match and cancel each other, for budgeting purposes. Council also has a very limited amount of inventories and may not be readily sellable, therefore, only committed operating expenses are factored into this equation. Basically, this amount equates to 3 months cash availability to meet general funds employee cost and other committed contracts. This is represented by the red line in the graph below.




Risk Assessment and Sensitivity Analysis

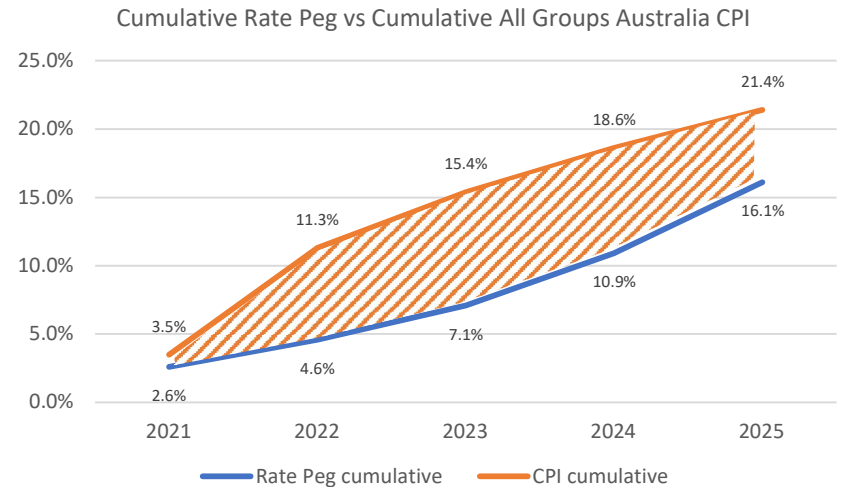
The following risk factors have been considered in the development of this LTFP. While some factors would only have a minor impact on the projections, others could have a more significant impact. Variations to current general base case model assumptions and the impact on key financial results have been evaluated in this section.

Rates and annual charges

NSW Councils are limited in general rates revenue raising capacity by rate peg, which is determined each year by IPART based on a number of factors, both State-wide and Council specific. Historically, rate peg was determined using lagged indicators, therefore it was challenging for Council to contain real time cost of doing business within operating income. Recently, the methodology has been changed to be based on forward looking indicators, therefore, this risk is addressed to a certain degree. However, Council’s base case budget includes the difference between increase in rates income vs increase in inflation accumulated in recent years as illustrated in the table and graph below.

	2021	2022	2023	2024	2025	Average
Rate peg	2.6%	2.0%	2.5%	3.8%	5.2%	3.2%
CPI	3.5%	7.8%	4.1%	3.2%	2.8%	4.3%
Rate Peg cumulative	2.6%	4.6%	7.1%	10.9%	16.1%	
CPI cumulative	3.5%	11.3%	15.4%	18.6%	21.4%	

 - Gunnedah specific



Grants and contributions

Council’s Geneal Fund includes the aged care operation GoCo, which is predominantly funded from grants and user fees. With \$8.3m annual turnover in year 1, this is a significant self-funded operation within general fund. Currently, this operation is assumed to be breakeven. GoCo has an internally restricted reserve with an opening balance of \$4.7m, which is used to fund any deficits arising from this operation. With current aged care sector reforms, there are changes expected to operating environment and are being monitored closely. Any changes to this breakeven assumption, i.e. if the operating expenses cannot be contained within operating income in the short run, the shortfall will be funded from the internally restricted asset, therefore will not have further negative impact on unrestricted cash.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Current assumption	-	-	-	-	-	-	-	-	-	-
Revised deficit assumption	(250,000)	(250,000)	(250,000)	(250,000)	(100,000)	(100,000)	(100,000)	-	-	-
Internally restricted asset balance	4,508,000	4,258,000	4,008,000	3,758,000	3,658,000	3,558,000	3,458,000	3,458,000	3,458,000	3,458,000

Financial Assistance Grant (FAG) received in advance – in recent years, Council has received FAG in advance in preceding financial year. Council restricts cash associated with this advance portion at each 30 June, with aim of addressing the risk of cash-flow impact, should a discontinuation of advance payment occur in a future financial year. Internally restricted funds under general fund as of 30 June 2024 includes \$5.3m for this purpose, which represents 85% advance payment received in FY 2023/24 that belongs to FY 2024/25.

Employee cost

Base case scenario assumes no growth in current employee headcount. As Gunnedah Shire and the Council continues to grow, it is reasonable to expect growth in current staffing level within the ten-year period. A revised forecast of employee cost with 1-2% annual growth in headcount will result in additional \$3.8m over the ten-year period. This will further impact current general fund underlying deficit forecasts.

	1%	1%	1%	1%	1%	2%	2%	2%	2%	2%
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Growth in headcount										
Current projection	22,061,063	22,576,780	23,141,199	23,719,729	24,312,722	24,920,540	25,543,554	26,182,143	26,836,696	27,507,614
Revised projection	22,281,674	22,802,547	23,372,611	23,956,926	24,555,850	25,418,951	26,054,425	26,705,786	27,373,430	28,057,766
Increase in projection	220,611	225,768	231,412	237,197	243,127	498,411	510,871	523,643	536,734	550,152
Current deficit	-3,477,779	-3,288,092	-3,187,611	-2,974,463	-3,286,839	-2,975,608	-2,658,373	-3,043,473	-3,013,290	-2,634,851
Revised deficit	-3,698,390	-3,513,860	-3,419,023	-3,211,660	-3,529,966	-3,474,019	-3,169,244	-3,567,116	-3,550,023	-3,185,003

This risk has been partially addressed in the SRV scenario, especially given the additional renewal works proposed under this scenario.

Materials and services

This LTFP has used current Reserve Bank of Australia inflation forecast to inform future years, which is expected to stabilise at 2.5% target in future years. If the inflation remains to stay higher than this forecast, there will be changes to general fund operating deficits and cash position.

There are also certain cost items that often increase higher than inflation due to market forces or external environment events such as insurance, electricity and fuel which is also considered under this scenario.

Materials and contracts indexation

	4.70%	3.50%	3%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Current projection	4.70%	3.50%	3%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Revised projection 1	4.70%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Revised projection 2	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Current projection	13,236,417	13,872,950	14,496,928	14,885,240	14,978,961	15,272,662	15,507,303	16,122,566	16,275,615	16,724,942
Revised projection 1	13,236,417	13,872,950	14,567,301	15,030,462	15,125,097	15,421,664	15,658,593	16,279,859	16,434,401	16,888,113
Revised projection 2	13,274,344	14,074,007	14,778,422	15,248,295	15,344,301	15,496,165	15,734,239	16,358,506	16,513,795	16,969,698

Operating deficits

Current projection	-3,477,779	-3,288,092	-3,187,611	-2,974,463	-3,286,839	-2,975,608	-2,658,373	-3,043,473	-3,013,290	-2,634,851
Revised projection 1	-3,477,779	-3,288,092	-3,257,985	-3,119,685	-3,432,975	-3,124,610	-2,809,664	-3,200,766	-3,172,076	-2,798,021
Revised projection 2	-3,515,706	-3,489,149	-3,469,105	-3,337,518	-3,652,180	-3,199,111	-2,885,309	-3,279,413	-3,251,469	-2,879,606

	<u>Unrestricted cash position</u>									
Current projection	578,877	144,228	(211,022)	(1,074,284)	(1,296,853)	(1,566,252)	(1,328,758)	(1,401,742)	(920,180)	(265,225)
Revised projection 1	578,877	144,228	(281,395)	(1,219,506)	(1,442,989)	(1,715,254)	(1,480,049)	(1,559,035)	(1,078,966)	(428,395)
Revised projection 2	540,950	(56,829)	(492,516)	(1,437,339)	(1,662,194)	(1,789,755)	(1,555,694)	(1,637,682)	(1,158,359)	(509,980)

Grant Receivables

This LTFP maintains a level of grant receivables (shown as contract assets), which represents the grant payments not received at end of each financial year. If the actual receivable amount is greater than this assumption any given year, there will be unfavourable impact on unrestricted cash balance. Similarly, Council also receives certain grant payments in advance, however, these must be restricted at end of financial year for the purpose they have been received, therefore will not offset any receivable amount for other grants.

Council monitors actual financial performance against the budget monthly, and quarterly budget review statements are tabled at Council meetings at end of the first three quarters every financial year. Indications of eventuating any of the above risk factors will be reported timely to both Council and Audit, Risk and Improvement Committee, including recommendations for remedial action.



Baseline Model - Consolidated

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - CONSOLIDATED

Scenario: Baseline Model

	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	22,927,980	23,879,803	24,673,978	25,394,098	26,046,696	26,716,070	27,402,652	28,106,884	28,829,221	29,570,126	30,330,080
User Charges & Fees	11,753,614	11,971,607	12,291,706	12,664,871	13,061,628	13,388,019	13,716,570	14,059,484	14,410,971	14,771,245	15,140,526
Other Revenues	780,195	791,577	802,345	813,950	825,272	836,876	848,770	860,891	873,413	886,248	908,405
Grants & Contributions provided for Operating Purposes	18,606,916	17,320,317	18,025,266	18,514,815	18,906,159	18,506,707	18,947,611	19,415,397	19,891,500	20,385,322	20,931,366
Grants & Contributions provided for Capital Purposes	20,260,210	6,865,243	609,403	739,712	758,204	777,160	796,589	816,503	7,836,916	857,839	879,285
Interest & Investment Income	2,877,623	2,551,565	2,245,733	1,927,012	1,933,033	1,887,788	1,881,394	1,973,061	2,091,274	2,235,546	2,302,237
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
Total Income from Continuing Operations	77,359,599	63,537,000	58,809,241	60,219,289	61,699,944	62,285,796	63,771,090	65,414,162	74,119,786	68,897,480	70,687,830
Expenses from Continuing Operations											
Employee Benefits & On-Costs	23,034,834	23,701,699	24,260,720	24,867,238	25,488,919	26,126,142	26,779,295	27,448,778	28,134,997	28,838,372	29,559,332
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Services	17,308,517	16,956,129	17,718,370	18,459,256	18,983,827	19,168,518	19,611,939	20,079,612	20,749,282	21,013,035	21,630,923
Depreciation, Amortisation and impairment of non-financial assets	15,132,828	15,078,500	15,404,937	15,314,152	15,447,540	15,502,103	15,660,440	15,657,733	16,143,189	16,193,551	16,247,376
Other Expenses	592,528	576,011	588,572	594,156	599,896	601,796	607,859	614,092	620,499	627,084	645,700
Total Expenses from Continuing Operations	56,896,700	57,108,638	58,694,790	59,917,703	61,159,862	61,999,181	63,218,188	64,207,079	66,001,826	67,466,557	68,805,075
Operating Result from Continuing Operations	20,462,900	6,428,363	114,451	301,586	540,081	286,615	552,901	1,207,083	8,117,959	1,430,922	1,882,755
Net Operating Result for the Year attributable to Council	20,462,900	6,428,363	114,451	301,586	540,081	286,615	552,901	1,207,083	8,117,959	1,430,922	1,882,755
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	202,690	(436,880)	(494,952)	(438,125)	(218,123)	(490,544)	(243,687)	390,580	281,043	573,084	1,003,471



Baseline Model - Consolidated

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - CONSOLIDATED

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	5,000,000	5,500,000	6,392,894	5,815,449	5,100,000	6,100,000	6,244,301	6,533,279	5,905,121	6,600,000	6,600,000
Investments	37,963,691	35,151,632	36,896,271	36,530,941	35,190,671	30,297,879	31,111,955	34,268,517	35,202,559	40,148,813	43,424,254
Receivables	7,345,909	6,546,034	6,386,277	6,637,780	6,770,492	6,807,266	6,960,226	7,243,884	7,800,450	7,804,016	8,028,953
Inventories	1,893,991	1,871,771	1,944,894	2,016,888	2,070,108	2,098,233	2,145,824	2,192,935	2,262,806	2,298,640	2,361,389
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
Total Current Assets	56,660,366	53,518,102	56,090,795	55,393,127	53,439,064	49,519,406	50,591,933	54,180,482	54,934,933	60,225,936	63,407,280
Non-Current Assets											
Investments	33,716,874	29,917,748	29,917,748	29,917,748	29,815,798	30,171,962	30,171,962	31,446,760	31,446,760	32,554,129	34,426,878
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	739,976,279	746,119,946	743,255,286	745,132,674	747,339,661	750,734,224	748,375,559	745,549,274	760,808,119	754,808,056	751,007,694
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
Total Non-Current Assets	774,287,766	776,755,172	773,932,046	775,806,131	778,005,129	781,800,453	779,491,795	778,042,981	793,301,826	788,459,079	786,699,577
TOTAL ASSETS	830,948,132	830,273,275	830,022,842	831,199,258	831,444,194	831,319,858	830,083,728	832,223,463	848,236,758	848,685,015	850,106,857
LIABILITIES											
Current Liabilities											
Payables	4,987,218	3,900,350	4,028,563	5,429,594	5,570,186	5,673,498	4,424,093	5,988,728	4,658,291	4,743,626	4,860,916
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,540,584	5,685,117	5,836,877	5,996,226	6,163,541	6,339,223	6,523,688	6,717,377	6,920,750	7,134,292	7,358,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
Total Current Liabilities	17,462,123	10,905,818	11,200,848	12,783,302	13,148,468	13,488,074	12,481,827	14,304,397	13,544,859	13,442,397	13,520,667



Baseline Model - Consolidated

Non-Current Liabilities

Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
Total Non-Current Liabilities	18,659,110	18,112,195	17,452,280	16,744,656	16,084,344	15,333,787	14,551,002	13,661,083	22,315,958	21,435,755	20,896,571

TOTAL LIABILITIES

36,121,233	29,018,013	28,653,128	29,527,958	29,232,812	28,821,861	27,032,829	27,965,481	35,860,817	34,878,151	34,417,238
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Net Assets

794,826,900	801,255,262	801,369,714	801,671,300	802,211,382	802,497,997	803,050,899	804,257,982	812,375,941	813,806,863	815,689,619
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EQUITY

Retained Earnings	367,810,900	374,239,262	374,353,714	374,655,300	375,195,382	375,481,997	376,034,899	377,241,982	385,359,941	386,790,863	388,673,619
Revaluation Reserves	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000
Council Equity Interest	794,826,900	801,255,262	801,369,714	801,671,300	802,211,382	802,497,997	803,050,899	804,257,982	812,375,941	813,806,863	815,689,619
Total Equity	794,826,900	801,255,262	801,369,714	801,671,300	802,211,382	802,497,997	803,050,899	804,257,982	812,375,941	813,806,863	815,689,619



Baseline Model - Consolidated

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	22,714,954	23,694,243	24,483,003	25,197,948	25,845,276	26,509,617	27,191,039	27,889,983	28,606,899	29,342,249	30,096,508
User Charges & Fees	12,498,303	13,621,939	13,951,447	14,351,257	14,785,474	15,181,415	15,556,778	15,943,671	16,342,263	16,750,819	17,169,590
Interest Received	3,696,673	2,605,064	2,210,519	1,948,681	1,963,338	1,947,891	1,874,282	1,941,953	2,091,073	2,192,250	2,244,467
Grants & Contributions	33,921,600	19,321,914	19,058,476	19,421,744	19,945,301	19,603,229	20,033,038	20,524,788	27,829,853	21,942,129	22,416,579
Other	690,001	1,236,605	1,116,047	1,041,177	1,061,282	1,092,048	1,097,821	1,115,827	1,031,012	1,257,813	1,182,158
Payments:											
Payments to employees	(15,593,933)	(16,033,173)	(16,402,753)	(16,807,111)	(17,223,121)	(17,649,323)	(18,085,961)	(18,533,285)	(18,991,551)	(19,461,021)	(19,941,961)
Payment for Materials and Services	(27,001,026)	(26,761,108)	(26,644,695)	(26,333,452)	(28,319,934)	(28,744,482)	(30,806,504)	(28,705,372)	(32,569,375)	(31,617,467)	(32,701,706)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(5,351,895)	(2,316,680)	(2,372,766)	(2,422,956)	(2,474,416)	(2,523,184)	(2,577,277)	(2,632,745)	(2,689,617)	(2,747,931)	(2,819,567)
Net Cash flows from Operating Activities	24,783,070	14,785,997	14,862,282	15,907,520	15,139,692	15,021,125	13,937,815	17,247,799	21,424,680	16,982,056	17,033,206
Cash Flows from Investing Activities											
Receipts:											
Redemption of term deposits	11,571,435	7,445,452	-	2,308,708	2,163,769	7,560,760	-	-	-	-	-
Proceeds from sale of IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
Payments:											
Acquisition of term deposits	-	(834,266)	(1,744,639)	(1,943,378)	(721,549)	(3,024,133)	(814,076)	(4,431,360)	(934,041)	(6,053,624)	(5,148,190)
Payments for IPPE	(47,404,629)	(20,612,711)	(11,939,920)	(16,561,013)	(17,002,854)	(18,192,584)	(12,574,378)	(12,092,200)	(30,624,216)	(9,309,243)	(11,356,006)
Net Cash flows from Investing Activities	(35,186,364)	(13,360,912)	(12,995,166)	(15,501,260)	(14,855,171)	(12,969,797)	(12,687,728)	(15,800,759)	(30,833,854)	(14,704,140)	(15,845,470)
Cash Flows from Financing Activities											
Receipts:											



Baseline Model - Consolidated

Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	10,000,000	-	-
Payments:												
Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)	
Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)	
Net Cash Flows from financing activities	(883,706)	(925,085)	(974,222)	(983,706)	(999,970)	(1,051,328)	(1,105,787)	(1,158,062)	8,781,017	(1,583,037)	(1,187,736)	
Net change in cash and cash equivalents	(11,287,000)	500,000	892,894	(577,446)	(715,449)	1,000,000	144,301	288,978	(628,157)	694,879	-	
Cash and cash equivalents at beginning of year	16,287,000	5,000,000	5,500,000	6,392,894	5,815,449	5,100,000	6,100,000	6,244,301	6,533,279	5,905,121	6,600,000	
Cash & Cash Equivalents at end of the year	5,000,000	5,500,000	6,392,894	5,815,449	5,100,000	6,100,000	6,244,301	6,533,279	5,905,121	6,600,000	6,600,000	
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Cash & Cash Equivalents - end of the year	5,000,000	5,500,000	6,392,894	5,815,449	5,100,000	6,100,000	6,244,301	6,533,279	5,905,121	6,600,000	6,600,000	
Investments - end of the year	71,680,565	65,069,380	66,814,019	66,448,688	65,006,468	60,469,841	61,283,918	65,715,278	66,649,319	72,702,943	77,851,133	
Total cash, cash equivalents and Investments	76,680,565	70,569,380	73,206,913	72,264,137	70,106,468	66,569,841	67,528,219	72,248,557	72,554,440	79,302,943	84,451,133	
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Representing:												
- External Restrictions	51,389,308	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548	
- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810	
- Unrestricted	1,155,945	578,877	144,228	(211,022)	(1,074,284)	(1,296,853)	(1,566,252)	(1,328,758)	(1,401,742)	(920,180)	(265,225)	
	76,680,565	70,569,380	73,206,913	72,264,137	70,106,468	66,569,841	67,528,219	72,248,557	72,554,440	79,302,943	84,451,133	



Baseline Model - General

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: Baseline Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	18,766,170	19,613,948	20,301,476	20,912,284	21,452,837	22,007,364	22,576,229	23,159,800	23,758,459	24,372,596	25,002,611
User Charges & Fees	6,743,007	6,835,735	7,027,437	7,268,996	7,530,856	7,718,977	7,905,802	8,103,447	8,306,033	8,513,684	8,726,526
Other Revenues	779,967	791,344	802,106	813,706	825,021	836,619	848,506	860,621	873,136	885,964	908,114
Grants & Contributions provided for Operating Purposes	18,571,033	17,283,537	17,987,566	18,476,173	18,866,550	18,466,109	18,905,997	19,372,743	19,847,780	20,340,509	20,885,432
Grants & Contributions provided for Capital Purposes	20,050,120	6,648,641	386,996	511,522	524,310	537,418	550,853	564,625	7,578,740	593,209	608,039
Interest & Investment Income	1,858,963	1,645,783	1,439,828	1,229,590	1,253,529	1,279,578	1,320,359	1,367,571	1,420,159	1,466,706	1,514,176
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
Total Income from Continuing Operations	66,922,323	52,975,876	48,106,220	49,377,101	50,622,055	51,019,241	52,285,251	53,610,748	61,970,798	56,363,821	57,840,830
Expenses from Continuing Operations											
Employee Benefits & On-Costs	21,436,420	22,061,063	22,576,780	23,141,199	23,719,729	24,312,722	24,920,540	25,543,554	26,182,143	26,836,696	27,507,614
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Contracts	13,770,180	13,236,417	13,872,950	14,496,928	14,885,240	14,978,961	15,272,662	15,507,303	16,122,566	16,275,615	16,724,942
Depreciation, amortisation and impairment of non-financial assets	12,478,115	12,466,906	12,702,372	12,644,819	12,703,385	12,692,941	12,732,224	12,705,013	13,190,584	13,215,943	13,198,407
Other Expenses	592,528	613,203	627,983	643,133	658,661	670,578	686,892	703,614	720,755	738,324	756,582
Total Expenses from Continuing Operations	49,105,235	49,173,888	50,502,275	51,608,980	52,606,695	53,255,823	54,170,973	54,866,349	56,569,907	57,861,093	58,909,289
Operating Result from Continuing Operations	17,817,087	3,801,988	(2,396,055)	(2,231,879)	(1,984,640)	(2,236,583)	(1,885,722)	(1,255,600)	5,400,891	(1,497,273)	(1,068,459)
Net Operating Result for the Year	17,817,087	3,801,988	(2,396,055)	(2,231,879)	(1,984,640)	(2,236,583)	(1,885,722)	(1,255,600)	5,400,891	(1,497,273)	(1,068,459)
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	(2,233,033)	(2,846,653)	(2,783,051)	(2,743,401)	(2,508,950)	(2,774,001)	(2,436,575)	(1,820,225)	(2,177,849)	(2,090,481)	(1,676,498)



Baseline Model - General

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - GENERAL FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	4,000,000	4,000,000	4,792,894	4,715,449	4,000,000	5,000,000	4,984,375	5,000,000	4,305,121	5,000,000	5,000,000
Investments	11,668,607	10,353,820	10,353,820	10,353,820	10,318,538	10,441,798	10,441,798	10,882,975	10,882,975	11,266,209	11,914,323
Receivables	6,524,365	5,690,473	5,500,654	5,764,546	5,900,140	6,000,095	6,130,436	6,390,669	6,925,180	6,889,178	7,074,035
Inventories	1,783,234	1,754,962	1,824,115	1,892,642	1,942,105	1,967,642	2,010,408	2,048,498	2,118,529	2,150,818	2,208,098
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
Total Current Assets	28,432,982	26,247,921	26,941,942	27,118,526	26,468,577	27,625,562	27,696,643	28,264,008	27,995,802	28,680,672	29,189,139
Non-Current Assets											
Investments	33,716,874	29,917,748	29,917,748	29,917,748	29,815,798	30,171,962	30,171,962	31,446,760	31,446,760	32,554,129	34,426,878
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	599,176,851	601,736,940	598,240,445	595,435,666	593,774,438	589,538,729	587,087,148	583,345,289	598,383,796	594,061,673	589,982,972
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
Total Non-Current Assets	633,488,338	632,372,167	628,917,206	626,109,123	624,439,906	620,604,957	618,203,383	615,838,996	630,877,503	627,712,695	625,674,855
TOTAL ASSETS	661,921,320	658,620,088	655,859,148	653,227,650	650,908,483	648,230,519	645,900,026	644,103,004	658,873,305	656,393,367	654,863,994
LIABILITIES											
Current Liabilities											
Payables	4,819,218	3,732,350	3,860,563	3,987,145	4,088,355	4,161,236	4,256,093	4,346,655	4,490,291	4,575,626	4,692,916
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,523,584	5,668,117	5,819,877	5,979,226	6,146,541	6,322,223	6,506,688	6,700,377	6,903,750	7,117,292	7,341,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068



Baseline Model - General

Total Current Liabilities	17,277,123	10,720,818	11,015,848	11,323,852	11,649,637	11,958,812	12,296,827	12,645,324	13,359,859	13,257,397	13,335,667
Non-Current Liabilities											
Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
Total Non-Current Liabilities	18,659,110	18,112,195	17,452,280	16,744,656	16,084,344	15,333,787	14,551,002	13,661,083	22,315,958	21,435,755	20,896,571
TOTAL LIABILITIES	35,936,233	28,833,013	28,468,128	28,068,508	27,733,982	27,292,600	26,847,829	26,306,407	35,675,817	34,693,151	34,232,238
Net Assets	625,985,087	629,787,075	627,391,020	625,159,142	623,174,502	620,937,919	619,052,197	617,796,597	623,197,488	621,700,215	620,631,757
EQUITY											
Retained Earnings	286,447,087	290,249,075	287,853,020	285,621,142	283,636,502	281,399,919	279,514,197	278,258,597	283,659,488	282,162,215	281,093,757
Revaluation Reserves	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000
Council Equity Interest	625,985,087	629,787,075	627,391,020	625,159,142	623,174,502	620,937,919	619,052,197	617,796,597	623,197,488	621,700,215	620,631,757
Total Equity	625,985,087	629,787,075	627,391,020	625,159,142	623,174,502	620,937,919	619,052,197	617,796,597	623,197,488	621,700,215	620,631,757



Baseline Model - General

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	18,638,262	19,503,083	20,187,064	20,794,610	21,331,855	21,883,360	22,449,126	23,029,522	23,624,927	24,235,728	24,862,323
User Charges & Fees	7,325,435	8,403,999	8,603,059	8,869,159	9,166,323	9,421,786	9,653,158	9,892,460	10,139,772	10,393,266	10,653,098
Interest received	2,571,514	1,716,439	1,417,400	1,221,163	1,262,805	1,257,899	1,316,798	1,340,345	1,421,980	1,442,446	1,475,439
Grants & Contributions	33,607,810	18,999,019	18,727,119	19,081,881	19,596,942	19,246,160	19,667,042	20,149,643	27,445,329	21,547,992	22,012,588
Other	681,201	1,235,227	1,114,629	1,039,722	1,059,790	1,090,518	1,096,253	1,114,220	1,029,365	1,256,124	1,180,427
Payments:											
Payments to employees	(15,110,400)	(15,535,291)	(15,890,134)	(16,281,677)	(16,684,551)	(17,097,289)	(17,520,126)	(17,953,304)	(18,397,071)	(18,851,678)	(19,317,385)
Payments for materials and services	(23,731,001)	(23,329,494)	(23,095,980)	(23,950,299)	(24,572,868)	(24,906,562)	(25,450,030)	(25,938,302)	(26,817,437)	(27,233,911)	(28,161,674)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(3,695,738)	(656,311)	(672,178)	(688,432)	(705,093)	(718,176)	(735,675)	(753,617)	(772,007)	(790,857)	(810,428)
Net Cash provided (or used in) Operating Activities	19,495,476	9,753,864	9,853,982	9,596,359	10,011,694	9,781,610	10,131,145	10,583,945	17,448,981	11,322,323	11,281,527
Cash Flows from Investing Activities											
Receipts:											
Redemption of Term Deposits	10,704,518	5,113,914	-	-	137,232	-	-	-	-	-	-
Proceeds from sale IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
Other Investing Activity Receipts											
Acquisition of term deposits	-	-	-	-	-	(479,425)	-	(1,715,975)	-	(1,490,603)	(2,520,863)
Payments for IPPE	(41,174,119)	(14,583,306)	(8,776,258)	(9,384,522)	(10,569,868)	(7,937,017)	(9,741,710)	(8,417,084)	(27,649,280)	(8,212,530)	(8,231,655)
Net Cash flows from Investing Activities	(29,822,770)	(8,828,779)	(8,086,866)	(8,690,099)	(9,727,172)	(7,730,282)	(9,040,984)	(9,410,258)	(26,924,877)	(9,044,407)	(10,093,791)



Baseline Model - General

Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
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Payments:

Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
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Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
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Net Cash Flows from Financing Activities	(883,706)	(925,085)	(974,222)	(983,706)	(999,970)	(1,051,328)	(1,105,787)	(1,158,062)	8,781,017	(1,583,037)	(1,187,736)
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Net change in Cash & Cash Equivalents	(11,211,000)	-	792,894	(77,446)	(715,449)	1,000,000	(15,625)	15,625	(694,879)	694,879	-
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Cash and Cash Equivalents at beginning of year	15,211,000	4,000,000	4,000,000	4,792,894	4,715,449	4,000,000	5,000,000	4,984,375	5,000,000	4,305,121	5,000,000
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Cash & Cash Equivalents at end of the year	4,000,000	4,000,000	4,792,894	4,715,449	4,000,000	5,000,000	4,984,375	5,000,000	4,305,121	5,000,000	5,000,000
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Cash & Cash Equivalents - end of the year	4,000,000	4,000,000	4,792,894	4,715,449	4,000,000	5,000,000	4,984,375	5,000,000	4,305,121	5,000,000	5,000,000
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Investments - end of the year	45,385,482	40,271,568	40,271,568	40,271,568	40,134,335	40,613,760	40,613,760	42,329,735	42,329,735	43,820,338	46,341,201
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Total cash and cash equivalents and Investments	49,385,482	44,271,568	45,064,462	44,987,016	44,134,335	45,613,760	45,598,135	47,329,735	46,634,857	48,820,338	51,341,201
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Representing:

- External Restrictions	24,094,224	19,071,718	19,917,914	19,985,758	19,978,473	21,349,619	21,318,288	22,609,665	22,008,493	23,484,528	25,015,617
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- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
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- Unrestricted	1,155,945	578,877	144,228	(211,022)	(1,074,284)	(1,296,853)	(1,566,252)	(1,328,758)	(1,401,742)	(920,180)	(265,225)
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49,385,482	44,271,568	45,064,462	44,987,016	44,134,335	45,613,760	45,598,135	47,329,735	46,634,857	48,820,338	51,341,201
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Baseline Model - Water

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - WATER FUND

Scenario: Baseline Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	1,485,070	1,522,196	1,560,251	1,599,258	1,639,239	1,680,220	1,722,226	1,765,281	1,809,413	1,854,649	1,901,015
User Charges & Fees	4,060,629	4,162,145	4,266,199	4,372,854	4,482,175	4,594,229	4,709,085	4,826,812	4,947,483	5,071,170	5,197,949
Other Revenues	28	234	240	246	252	258	265	271	278	285	292
Grants & Contributions provided for Operating Purposes	72,212	74,017	75,868	77,765	79,709	81,701	83,744	85,838	87,984	90,183	92,438
Grants & Contributions provided for Capital Purposes	135,941	140,155	143,911	147,653	151,344	155,127	159,006	162,981	167,055	171,232	175,512
Interest & Investment Revenue	387,986	384,440	381,713	309,616	257,312	144,913	55,875	56,625	77,795	128,992	132,217
Joint Ventures & Associated Entities - Gain	6,142,066	6,283,187	6,428,181	6,507,390	6,610,031	6,656,450	6,730,200	6,897,808	7,090,008	7,316,510	7,499,423
Expenses from Continuing Operations											
Employee Benefits & On-Costs	992,461	1,018,584	1,045,371	1,071,506	1,098,293	1,125,751	1,153,894	1,182,742	1,212,310	1,242,618	1,273,684
Materials & Contracts	2,482,367	2,584,691	2,671,069	2,742,142	2,818,996	2,872,933	2,970,937	3,151,510	3,151,653	3,224,724	3,335,716
Depreciation, amortisation and impairment of non-financial assets	1,593,441	1,578,786	1,585,001	1,579,255	1,651,547	1,700,082	1,825,815	1,830,824	1,836,506	1,839,826	1,882,743
Total Expenses from Continuing Operations	5,068,269	5,182,061	5,301,441	5,392,903	5,568,836	5,698,766	5,950,646	6,165,076	6,200,469	6,307,167	6,492,143
Operating Result from Continuing Operations	1,073,797	1,101,127	1,126,740	1,114,487	1,041,195	957,684	779,554	732,732	889,539	1,009,343	1,007,280
Net Operating Result for the Year	1,073,797	1,101,127	1,126,740	1,114,487	1,041,195	957,684	779,554	732,732	889,539	1,009,343	1,007,280
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	937,856	960,972	982,829	966,835	889,851	802,557	620,548	569,751	722,484	838,111	831,768



Baseline Model - Water

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - WATER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
Receivables	643,154	672,711	698,202	681,127	673,443	605,340	622,912	641,166	657,919	692,054	726,563
Inventories	110,756	116,809	120,779	124,246	128,003	130,591	135,416	144,437	144,277	147,822	153,291
Total Current Assets	11,603,019	12,972,894	14,111,300	11,288,984	9,258,520	1,632,245	1,814,568	2,115,196	2,233,770	3,921,207	5,625,529
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
Total Non-Current Assets	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
TOTAL ASSETS	89,210,797	90,311,923	91,438,664	93,827,600	94,908,176	95,896,291	95,331,584	97,538,390	96,953,855	97,963,198	98,970,478
LIABILITIES											
Current Liabilities											
Payables	168,000	168,000	168,000	1,442,450	1,481,831	1,512,262	168,000	1,642,074	168,000	168,000	168,000
Employee benefit provisions	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Current Liabilities	181,000	181,000	181,000	1,455,450	1,494,831	1,525,262	181,000	1,655,074	181,000	181,000	181,000
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	181,000	181,000	181,000	1,455,450	1,494,831	1,525,262	181,000	1,655,074	181,000	181,000	181,000
Net Assets	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478



Baseline Model - Water

EQUITY

Retained Earnings	51,366,797	52,467,923	53,594,664	54,709,151	55,750,346	56,708,030	57,487,584	58,220,316	59,109,855	60,119,198	61,126,478
Revaluation Reserves	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000
Council Equity Interest	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478
Total Equity	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478



Baseline Model - Water

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - WATER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	1,471,029	1,520,345	1,558,354	1,597,313	1,637,246	1,678,177	1,720,131	1,763,135	1,807,213	1,852,393	1,898,703
User Charges & Fees	4,193,480	4,245,002	4,351,127	4,459,906	4,571,403	4,685,688	4,802,831	4,922,901	5,045,974	5,172,123	5,301,426
Interest Received	499,024	367,621	369,272	340,066	278,705	227,067	52,706	53,135	76,174	110,368	113,605
Grants & Contributions	208,153	214,172	219,779	225,417	231,053	236,829	242,750	248,818	255,039	261,415	267,950
Other	8,800	1,378	1,418	1,455	1,493	1,530	1,568	1,607	1,648	1,689	1,731
Payments:											
Payments to employees	(282,742)	(291,122)	(299,723)	(307,216)	(314,896)	(322,769)	(330,838)	(339,109)	(347,587)	(356,276)	(365,183)
Payments for Materials and Services	(2,357,847)	(2,468,272)	(2,549,209)	(1,346,684)	(2,660,285)	(2,723,426)	(4,199,818)	(1,567,746)	(4,508,387)	(3,112,660)	(3,222,113)
Other	(1,107,201)	(1,110,589)	(1,139,479)	(1,163,466)	(1,188,052)	(1,213,254)	(1,239,085)	(1,265,562)	(1,292,701)	(1,320,519)	(1,349,032)
Net Cash provided (or used in) Operating Activities	2,632,695	2,478,537	2,511,540	3,806,791	2,556,666	2,569,843	1,050,245	3,817,179	1,037,372	2,608,533	2,647,088
Cash Flows from Investing Activities											
Receipts:											
Redemption of Term Deposits	392,891	-	-	2,308,708	2,026,537	7,560,760	-	-	-	-	-
Payments:											
Acquisition of Term Deposits	-	(834,266)	(1,108,945)	-	-	-	-	-	(35,260)	(1,649,757)	(1,664,343)
Payments for IPPE	(3,401,587)	(1,144,271)	(1,402,595)	(6,615,499)	(4,583,204)	(10,130,603)	(890,318)	(3,543,826)	(935,391)	(958,776)	(982,745)
Net cash flows from investing activities	(3,008,695)	(1,978,537)	(2,511,540)	(4,306,791)	(2,556,666)	(2,569,843)	(890,318)	(3,543,826)	(970,651)	(2,608,533)	(2,647,088)
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Net Cash Flow from Financing Activities	-	-	-	-	-	-	-	-	-	-	-



Baseline Model - Water

Net change in cash and cash equivalents	(376,000)	500,000	-	(500,000)	-	-	159,926	273,353	66,721	-	-
Cash and cash equivalents at beginning of year	876,000	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000
Cash and cash equivalents at end of year	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Cash & Cash Equivalents - end of the year	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments - end of the year	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
Total cash, cash equivalents and investments	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674
Representing:											
- External Restrictions	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674



Baseline Model - Sewer

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - SEWER FUND

Scenario: Baseline Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	2,608,923	2,674,146	2,741,000	2,809,525	2,879,763	2,951,757	3,025,551	3,101,190	3,178,720	3,258,188	3,339,642
User Charges & Fees	949,978	973,727	998,070	1,023,022	1,048,598	1,074,813	1,101,683	1,129,225	1,157,456	1,186,392	1,216,052
Grants & Contributions provided for Operating Purposes	31,488	32,275	33,082	33,909	34,757	35,626	36,516	37,429	38,365	39,324	40,307
Grants & Contributions provided for Capital Purposes	74,149	76,447	78,496	80,537	82,551	84,614	86,730	88,898	91,120	93,398	95,733
Interest & Investment Revenue	630,675	521,343	424,193	387,807	422,192	463,298	505,161	548,866	593,321	639,849	655,845
Total Income from Continuing Operations	4,295,213	4,277,939	4,274,842	4,334,800	4,467,860	4,610,108	4,755,641	4,905,608	5,058,982	5,217,151	5,347,580
Expenses from Continuing Operations											
Employee Benefits & On-Costs	605,954	622,054	638,571	654,535	670,899	687,671	704,863	722,485	740,547	759,060	778,037
Materials & Contracts	1,055,971	1,097,829	1,134,939	1,171,210	1,220,827	1,247,842	1,289,307	1,331,277	1,374,807	1,401,457	1,459,382
Depreciation, amortisation and impairment of non-financial assets	1,061,273	1,032,808	1,117,565	1,090,078	1,092,608	1,109,081	1,102,402	1,121,896	1,116,099	1,137,782	1,166,226
Total Expenses from Continuing Operations	2,723,197	2,752,691	2,891,076	2,915,823	2,984,333	3,044,594	3,096,572	3,175,657	3,231,453	3,298,299	3,403,645
Operating Result from Continuing Operations	1,572,016	1,525,248	1,383,766	1,418,978	1,483,527	1,565,514	1,659,070	1,729,951	1,827,529	1,918,852	1,943,934
Net Operating Result for the Year	1,572,016	1,525,248	1,383,766	1,418,978	1,483,527	1,565,514	1,659,070	1,729,951	1,827,529	1,918,852	1,943,934
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	1,497,867	1,448,801	1,305,270	1,338,441	1,400,976	1,480,899	1,572,340	1,641,053	1,736,409	1,825,454	1,848,201



Baseline Model - Sewer

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - SEWER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257
Receivables	178,390	182,850	187,421	192,107	196,909	201,832	206,878	212,050	217,351	222,785	228,354
Total Current Assets	16,624,365	14,297,288	15,037,553	16,985,616	17,711,968	20,261,599	21,080,721	23,801,278	24,705,361	27,624,058	28,592,611
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
Total Non-Current Assets	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
TOTAL ASSETS	79,816,016	81,341,264	82,725,030	84,144,008	85,627,534	87,193,048	88,852,118	90,582,069	92,409,598	94,328,450	96,272,385
LIABILITIES											
Current Liabilities											
Employee benefit provision	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Current Liabilities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Non-Current Liabilities											
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Net Assets	79,812,016	81,337,264	82,721,030	84,140,008	85,623,534	87,189,048	88,848,118	90,578,069	92,405,598	94,324,450	96,268,385
EQUITY											
Retained Earnings	29,997,016	31,522,264	32,906,030	34,325,008	35,808,534	37,374,048	39,033,118	40,763,069	42,590,598	44,509,450	46,453,385
Revaluation Reserves	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000



Baseline Model - Sewer

Council Equity Interest

79,812,016

81,337,264

82,721,030

84,140,008

85,623,534

87,189,048

88,848,118

90,578,069

92,405,598

94,324,450

96,268,385

Total Equity

79,812,016

81,337,264

82,721,030

84,140,008

85,623,534

87,189,048

88,848,118

90,578,069

92,405,598

94,324,450

96,268,385



Baseline Model - Sewer

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - SEWER FUND

Scenario: Baseline Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	2,605,663	2,670,815	2,737,585	2,806,025	2,876,175	2,948,080	3,021,782	3,097,326	3,174,759	3,254,128	3,335,482
User Charges & Fees	979,388	972,937	997,261	1,022,192	1,047,747	1,073,941	1,100,789	1,128,309	1,156,517	1,185,430	1,215,066
Interest Received	626,135	521,005	423,846	387,452	421,828	462,925	504,778	548,474	592,919	639,437	655,423
Grants & Contributions	105,637	108,723	111,578	114,446	117,307	120,240	123,246	126,327	129,485	132,722	136,041
Payments:											
Payments to Employees	(200,790)	(206,761)	(212,896)	(218,218)	(223,673)	(229,265)	(234,997)	(240,872)	(246,894)	(253,066)	(259,393)
Payments for materials and services	(912,179)	(963,342)	(999,505)	(1,036,469)	(1,086,782)	(1,114,494)	(1,156,656)	(1,199,324)	(1,243,551)	(1,270,896)	(1,317,920)
Other	(548,956)	(549,780)	(561,110)	(571,058)	(581,270)	(591,754)	(602,517)	(613,566)	(624,909)	(636,555)	(660,107)
Net Cash provided (or used in) Operating Activities	2,654,898	2,553,597	2,496,760	2,504,370	2,571,332	2,669,672	2,756,425	2,846,675	2,938,327	3,051,200	3,104,591
Cash Flows from Investing Activities											
Receipts:											
Sale of Investments	474,025	2,331,537	-	-	-	-	-	-	-	-	-
Payments:											
Acquisitions of Term Deposits	-	-	(635,694)	(1,943,378)	(721,549)	(2,544,708)	(814,076)	(2,715,385)	(898,781)	(2,913,264)	(962,984)
Payments for IPPE	(2,828,923)	(4,885,134)	(1,761,066)	(560,992)	(1,849,783)	(124,964)	(1,942,349)	(131,290)	(2,039,545)	(137,937)	(2,141,607)
Net Cash flows from Investing Activities	(2,354,898)	(2,553,597)	(2,396,760)	(2,504,370)	(2,571,332)	(2,669,672)	(2,756,425)	(2,846,675)	(2,938,327)	(3,051,200)	(3,104,591)
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Net Cash Flows from Financing Activities	-	-	-	-	-	-	-	-	-	-	-



Baseline Model - Sewer

Net change in Cash & Cash Equivalents	300,000	-	100,000	-	-	-	-	-	-	-	-	-
Cash and Cash Equivalents at beginning of year	200,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Cash & Cash Equivalents at end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Cash & Cash Equivalents - end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments - end of the year	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257	
Cash, Cash Equivalents & Investments - end of the year	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257	
Representing:												
- External Restrictions	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257	
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-
	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257	



SRV Model - Consolidated

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - CONSOLIDATED

Scenario: 37.67% Over 2 Years - SRV Model

	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	22,927,980	25,831,787	29,020,495	29,877,142	30,646,604	31,435,888	32,245,506	33,075,980	33,927,849	34,801,664	35,697,991
User Charges & Fees	11,753,614	11,971,607	12,291,706	12,664,871	13,061,628	13,388,019	13,716,570	14,059,484	14,410,971	14,771,245	15,140,526
Other Revenues	780,195	791,577	802,345	813,950	825,272	836,876	848,770	860,891	873,413	886,248	908,405
Grants & Contributions provided for Operating Purposes	18,606,916	17,320,317	18,025,266	18,514,815	18,906,159	18,506,707	18,947,611	19,415,397	19,891,500	20,385,322	20,931,366
Grants & Contributions provided for Capital Purposes	20,260,210	6,865,243	609,403	739,712	758,204	777,160	796,589	816,503	7,836,916	857,839	879,285
Interest & Investment Income	2,877,623	2,551,565	2,245,733	1,927,012	1,933,033	1,887,788	1,881,394	1,973,061	2,091,274	2,235,546	2,302,237
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
Total Income from Continuing Operations	77,359,599	65,488,984	63,155,759	64,702,333	66,299,852	67,005,614	68,613,943	70,383,258	79,218,414	74,129,018	76,055,741
Expenses from Continuing Operations											
Employee Benefits & On-Costs	23,034,834	24,771,699	25,362,820	25,996,891	26,646,813	27,312,983	27,995,808	29,195,703	29,925,596	30,673,735	31,440,579
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Services	17,308,517	16,956,129	17,718,370	18,459,256	18,983,827	19,168,518	19,611,939	20,079,612	20,749,282	21,013,035	21,630,923
Depreciation, Amortisation and impairment of non-financial assets	15,132,828	15,078,500	15,404,937	15,314,152	15,447,540	15,502,103	15,660,440	15,657,733	16,143,189	16,193,551	16,247,376
Other Expenses	592,528	576,011	588,572	594,156	599,896	601,796	607,859	614,092	620,499	627,084	645,700
Total Expenses from Continuing Operations	56,896,700	58,178,638	59,796,890	61,047,356	62,317,756	63,186,022	64,434,700	65,954,004	67,792,425	69,301,920	70,686,322
Operating Result from Continuing Operations	20,462,900	7,310,347	3,358,869	3,654,978	3,982,096	3,819,592	4,179,243	4,429,254	11,425,990	4,827,097	5,369,420
Net Operating Result for the Year attributable to Council	20,462,900	7,310,347	3,358,869	3,654,978	3,982,096	3,819,592	4,179,243	4,429,254	11,425,990	4,827,097	5,369,420
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	202,690	445,104	2,749,466	2,915,266	3,223,891	3,042,432	3,382,654	3,612,751	3,589,074	3,969,259	4,490,135



SRV Model - Consolidated

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - CONSOLIDATED

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	5,000,000	5,500,000	6,469,658	6,079,423	5,904,243	5,765,465	5,767,929	5,879,884	4,816,432	6,600,000	6,600,000
Investments	37,963,691	35,230,302	36,693,673	36,036,373	34,432,117	29,947,730	30,838,644	33,795,433	34,396,399	37,954,111	40,681,900
Receivables	7,345,909	6,640,275	6,578,520	6,835,222	6,979,850	7,028,524	7,196,689	7,481,478	8,030,977	8,028,856	8,247,549
Inventories	1,893,991	1,871,771	1,944,894	2,016,888	2,070,108	2,098,233	2,145,824	2,192,935	2,262,806	2,298,640	2,361,389
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
Total Current Assets	56,660,366	53,691,013	56,157,204	55,359,975	53,694,112	49,055,979	50,078,712	53,291,597	53,270,611	58,256,074	60,883,521
Non-Current Assets											
Investments	33,716,874	30,751,969	30,751,969	30,751,969	30,751,969	32,207,949	32,883,508	34,045,928	33,661,873	33,999,527	35,292,656
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	739,976,279	746,119,946	746,705,686	752,042,752	757,307,579	763,859,907	764,508,107	765,422,789	785,156,381	783,635,158	784,462,577
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
Total Non-Current Assets	774,287,766	777,589,394	778,216,668	783,550,432	788,909,219	796,962,123	798,335,888	800,515,664	819,865,200	818,731,578	821,020,239
TOTAL ASSETS	830,948,132	831,280,408	834,373,872	838,910,407	842,603,332	846,018,102	848,414,600	853,807,260	873,135,811	876,987,652	881,903,760
LIABILITIES											
Current Liabilities											
Payables	4,987,218	4,025,499	4,253,192	5,660,950	5,807,516	5,916,957	4,673,840	6,269,230	4,946,016	5,038,761	5,163,652
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,540,584	5,685,117	5,836,877	5,996,226	6,163,541	6,339,223	6,523,688	6,717,377	6,920,750	7,134,292	7,358,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
Total Current Liabilities	17,462,123	11,030,967	11,425,476	13,014,657	13,385,799	13,731,533	12,731,574	14,584,899	13,832,584	13,737,532	13,823,403



SRV Model - Consolidated

Non-Current Liabilities

Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
Total Non-Current Liabilities	18,659,110	18,112,195	17,452,280	16,744,656	16,084,344	15,333,787	14,551,002	13,661,083	22,315,958	21,435,755	20,896,571

TOTAL LIABILITIES

36,121,233	29,143,162	28,877,757	29,759,313	29,470,143	29,065,321	27,282,576	28,245,982	36,148,542	35,173,287	34,719,974
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Net Assets

794,826,900	802,137,246	805,496,115	809,151,093	813,133,189	816,952,781	821,132,024	825,561,279	836,987,268	841,814,365	847,183,786
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EQUITY

Retained Earnings	367,810,900	375,121,246	378,480,116	382,135,093	386,117,189	389,936,782	394,116,024	398,545,278	409,971,268	414,798,365	420,167,785
Revaluation Reserves	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000
Council Equity Interest	794,826,900	802,137,246	805,496,116	809,151,093	813,133,189	816,952,782	821,132,024	825,561,278	836,987,268	841,814,365	847,183,785
Total Equity	794,826,900	802,137,246	805,496,116	809,151,093	813,133,189	816,952,782	821,132,024	825,561,278	836,987,268	841,814,365	847,183,785



SRV Model - Consolidated

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	22,714,954	25,658,185	28,843,462	29,681,758	30,445,871	31,230,140	32,034,616	32,859,821	33,706,289	34,574,568	35,465,220
User Charges & Fees	12,498,303	13,621,939	13,951,447	14,351,257	14,785,474	15,181,415	15,556,778	15,943,671	16,342,263	16,750,819	17,169,590
Interest Received	3,696,673	2,579,293	2,196,715	1,948,290	1,955,528	1,940,207	1,863,401	1,945,258	2,102,692	2,202,609	2,255,504
Grants & Contributions	33,921,600	19,321,914	19,058,476	19,421,744	19,945,301	19,603,229	20,033,038	20,524,788	27,829,853	21,942,129	22,416,579
Other	690,001	1,236,605	1,116,047	1,041,177	1,061,282	1,092,048	1,097,821	1,115,827	1,031,012	1,257,813	1,182,158
Payments:											
Payments to employees	(15,593,933)	(17,058,453)	(17,503,511)	(17,935,612)	(18,379,835)	(18,834,954)	(19,301,233)	(20,254,635)	(20,780,239)	(21,294,426)	(21,821,201)
Payment for Materials and Services	(27,001,026)	(26,761,108)	(26,644,695)	(26,333,452)	(28,319,934)	(28,744,482)	(30,806,504)	(28,705,372)	(32,569,375)	(31,617,467)	(32,701,706)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(5,351,895)	(2,316,680)	(2,372,766)	(2,422,956)	(2,474,416)	(2,523,184)	(2,577,277)	(2,632,745)	(2,689,617)	(2,747,931)	(2,819,567)
Net Cash flows from Operating Activities	24,783,070	15,698,888	18,108,178	19,262,440	18,575,765	18,548,332	17,555,239	20,499,592	24,747,001	20,391,328	20,533,715
Cash Flows from Investing Activities											
Receipts:											
Redemption of term deposits	11,571,435	6,394,079	-	2,454,927	2,176,412	7,379,846	-	-	516,967	-	-
Proceeds from sale of IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
Payments:											
Acquisition of term deposits	-	(695,784)	(1,463,371)	(1,797,627)	(572,155)	(4,351,440)	(1,566,472)	(4,119,209)	(733,878)	(3,895,367)	(4,020,917)
Payments for IPPE	(47,404,629)	(20,612,711)	(15,390,320)	(20,020,692)	(20,060,694)	(21,350,349)	(15,581,243)	(15,833,168)	(35,098,963)	(13,788,082)	(15,983,788)
Net Cash flows from Investing Activities	(35,186,364)	(14,273,803)	(16,164,299)	(18,668,970)	(17,750,974)	(17,635,782)	(16,446,988)	(19,229,576)	(34,591,470)	(17,024,723)	(19,345,978)
Cash Flows from Financing Activities											



SRV Model - Consolidated

Receipts:											
Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
Payments:											
Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
Net Cash Flows from financing activities	(883,706)	(925,085)	(974,222)	(983,706)	(999,970)	(1,051,328)	(1,105,787)	(1,158,062)	8,781,017	(1,583,037)	(1,187,736)
Net change in cash and cash equivalents	(11,287,000)	500,000	969,658	(390,236)	(175,180)	(138,778)	2,464	111,954	(1,063,452)	1,783,568	0
Cash and cash equivalents at beginning of year	16,287,000	5,000,000	5,500,000	6,469,658	6,079,423	5,904,243	5,765,465	5,767,929	5,879,884	4,816,432	6,600,000
Cash & Cash Equivalents at end of the year	5,000,000	5,500,000	6,469,658	6,079,423	5,904,243	5,765,465	5,767,929	5,879,884	4,816,432	6,600,000	6,600,000
Cash & Cash Equivalents - end of the year	5,000,000	5,500,000	6,469,658	6,079,423	5,904,243	5,765,465	5,767,929	5,879,884	4,816,432	6,600,000	6,600,000
Investments - end of the year	71,680,565	65,982,271	67,445,642	66,788,342	65,184,086	62,155,679	63,722,152	67,841,361	68,058,272	71,953,639	75,974,556
Total cash, cash equivalents and Investments	76,680,565	71,482,271	73,915,300	72,867,765	71,088,329	67,921,144	69,490,081	73,721,245	72,874,703	78,553,638	82,574,556
Representing:											
- External Restrictions	51,389,308	44,968,076	47,147,700	45,805,772	43,935,447	39,718,537	40,074,904	43,754,056	43,537,660	48,945,330	52,456,576
- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	1,155,945	1,893,222	1,765,281	1,849,713	1,922,735	2,641,613	3,569,077	3,918,360	3,308,937	3,352,318	3,527,170
	76,680,565	71,482,271	73,915,300	72,867,765	71,088,329	67,921,144	69,490,081	73,721,245	72,874,703	78,553,638	82,574,556



SRV Model – General

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: 37.67% Over 2 Years - SRV Model	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	18,766,170	21,631,154	24,780,071	25,530,707	26,191,508	26,869,414	27,564,870	28,278,329	29,010,257	29,761,132	30,531,445
User Charges & Fees	6,743,007	6,835,735	7,027,437	7,268,996	7,530,856	7,718,977	7,905,802	8,103,447	8,306,033	8,513,684	8,726,526
Other Revenues	779,967	791,344	802,106	813,706	825,021	836,619	848,506	860,621	873,136	885,964	908,114
Grants & Contributions provided for Operating Purposes	18,571,033	# 17,283,537	17,987,566	18,476,173	18,866,550	18,466,109	18,905,997	19,372,743	19,847,780	20,340,509	20,885,432
Grants & Contributions provided for Capital Purposes	20,050,120	6,648,641	386,996	511,522	524,310	537,418	550,853	564,625	7,578,740	593,209	608,039
Interest & Investment Income	1,858,963	1,645,783	1,439,828	1,229,590	1,253,529	1,279,578	1,320,359	1,367,571	1,420,159	1,466,706	1,514,176
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
Total Income from Continuing Operations	66,922,323	54,993,083	52,584,815	53,995,524	55,360,726	55,881,291	57,273,892	58,729,277	67,222,596	61,752,357	63,369,664
Expenses from Continuing Operations											
Employee Benefits & On-Costs	21,436,420	22,981,063	23,524,380	24,112,489	24,715,301	25,333,184	25,966,514	27,115,676	27,793,568	28,488,408	29,200,618
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Contracts	13,770,180	13,236,417	13,872,950	14,496,928	14,885,240	14,978,961	15,272,662	15,507,303	16,122,566	16,275,615	16,724,942
Depreciation, amortisation and impairment of non-financial assets	12,478,115	12,466,906	12,702,372	12,644,819	12,703,385	12,692,941	12,732,224	12,705,013	13,190,584	13,215,943	13,198,407
Other Expenses	592,528	613,203	627,983	643,133	658,661	670,578	686,892	703,614	720,755	738,324	756,582
Total Expenses from Continuing Operations	49,105,235	50,093,888	51,449,875	52,580,270	53,602,267	54,276,285	55,216,946	56,438,471	58,181,333	59,512,804	60,602,293
Operating Result from Continuing Operations	17,817,087	4,899,195	1,134,940	1,415,254	1,758,459	1,605,006	2,056,946	2,290,806	9,041,263	2,239,552	2,767,371
Net Operating Result for the Year	17,817,087	4,899,195	1,134,940	1,415,254	1,758,459	1,605,006	2,056,946	2,290,806	9,041,263	2,239,552	2,767,371
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	(2,233,033)	(1,749,446)	747,944	903,732	1,234,149	1,067,588	1,506,093	1,726,181	1,462,523	1,646,343	2,159,332



SRV Model – General

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - GENERAL FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	4,000,000	4,000,000	4,869,658	4,979,423	4,804,243	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
Investments	11,668,607	10,642,524	10,642,524	10,642,524	10,642,524	11,146,404	11,380,199	11,782,485	11,649,573	11,766,427	12,213,948
Receivables	6,524,365	5,789,903	5,703,395	5,974,257	6,123,584	6,237,299	6,384,754	6,648,074	7,177,523	7,137,888	7,318,608
Inventories	1,783,234	1,754,962	1,824,115	1,892,642	1,942,105	1,967,642	2,010,408	2,048,498	2,118,529	2,150,818	2,208,098
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	581,459	603,069	618,794	627,028	640,626	652,867	674,997	685,467	703,684
Total Current Assets	28,432,982	26,636,055	27,510,151	27,880,916	27,820,250	28,567,373	28,904,987	29,420,923	28,709,621	29,429,600	29,733,337
Non-Current Assets											
Investments	33,716,874	30,751,969	30,751,969	30,751,969	30,751,969	32,207,949	32,883,508	34,045,928	33,661,873	33,999,527	35,292,656
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	599,176,851	601,736,940	601,690,845	602,345,745	603,742,356	602,664,412	603,219,696	603,218,804	622,732,058	622,888,774	623,437,855
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
Total Non-Current Assets	633,488,338	633,206,389	633,201,827	633,853,424	635,343,996	635,766,627	637,047,477	638,311,679	657,440,878	657,985,195	659,995,516
TOTAL ASSETS	661,921,320	659,842,443	660,711,978	661,734,340	663,164,247	664,334,000	665,952,463	667,732,602	686,150,499	687,414,795	689,728,854
LIABILITIES											
Current Liabilities											
Payables	4,819,218	3,857,499	4,085,192	4,218,500	4,325,685	4,404,695	4,505,840	4,627,156	4,778,016	4,870,761	4,995,652
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,523,584	5,668,117	5,819,877	5,979,226	6,146,541	6,322,223	6,506,688	6,700,377	6,903,750	7,117,292	7,341,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
Total Current Liabilities	17,277,123	10,845,967	11,240,476	11,555,208	11,886,968	12,202,272	12,546,574	12,925,825	13,647,584	13,552,532	13,638,403



SRV Model – General

Non-Current Liabilities

Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
Total Non-Current Liabilities	18,659,110	18,112,195	17,452,280	16,744,656	16,084,344	15,333,787	14,551,002	13,661,083	22,315,958	21,435,755	20,896,571

TOTAL LIABILITIES

35,936,233	28,958,162	28,692,757	28,299,864	27,971,312	27,536,059	27,097,576	26,586,908	35,963,542	34,988,287	34,534,974
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Net Assets

625,985,087	630,884,282	632,019,222	633,434,476	635,192,935	636,797,941	638,854,887	641,145,693	650,186,956	652,426,508	655,193,880
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EQUITY

Retained Earnings	286,447,087	291,346,282	292,481,223	293,896,475	295,654,935	297,259,941	299,316,887	301,607,693	310,648,956	312,888,508	315,655,880
Revaluation Reserves	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000
Council Equity Interest	625,985,087	630,884,282	632,019,223	633,434,475	635,192,935	636,797,941	638,854,887	641,145,693	650,186,956	652,426,508	655,193,880
Total Equity	625,985,087	630,884,282	632,019,223	633,434,475	635,192,935	636,797,941	638,854,887	641,145,693	650,186,956	652,426,508	655,193,880



SRV Model – General

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - GENERAL FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	18,638,262	21,528,917	24,676,185	25,413,631	26,071,040	26,745,938	27,438,309	28,148,606	28,877,294	29,624,848	30,391,757
User Charges & Fees	7,325,435	8,403,999	8,603,059	8,869,159	9,166,323	9,421,786	9,653,158	9,892,460	10,139,772	10,393,266	10,653,098
Interest received	2,571,514	1,688,811	1,401,702	1,219,169	1,253,352	1,248,531	1,304,191	1,341,880	1,431,786	1,450,945	1,484,571
Grants & Contributions	33,607,810	18,999,019	18,727,119	19,081,881	19,596,942	19,246,160	19,667,042	20,149,643	27,445,329	21,547,992	22,012,588
Other	681,201	1,235,227	1,114,629	1,039,722	1,059,790	1,090,518	1,096,253	1,114,220	1,029,365	1,256,124	1,180,427
Payments:											
Payments to employees	(15,110,400)	(16,410,571)	(16,836,392)	(17,251,816)	(17,678,943)	(18,116,541)	(18,564,859)	(19,499,851)	(20,006,586)	(20,501,431)	(21,008,382)
Payments for materials and services	(23,731,001)	(23,329,494)	(23,095,980)	(23,950,299)	(24,572,868)	(24,906,562)	(25,450,030)	(25,938,302)	(26,817,437)	(27,233,911)	(28,161,674)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(3,695,738)	(656,311)	(672,178)	(688,432)	(705,093)	(718,176)	(735,675)	(753,617)	(772,007)	(790,857)	(810,428)
											-
Net Cash provided (or used in) Operating Activities	19,495,476	10,876,790	13,381,146	13,243,248	13,747,034	13,615,567	14,062,988	14,158,018	21,101,639	15,070,190	15,129,096
Cash Flows from Investing Activities											
Receipts:											
Redemption of Term Deposits	10,704,518	3,990,988	-	-	-	-	-	-	516,967	-	-
Proceeds from sale IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
Other Investing Activity Receipts											
Acquisition of term deposits	-	-	-	-	-	(1,959,860)	(909,353)	(1,564,706)	-	(454,509)	(1,740,650)
Payments for IPPE	(41,174,119)	(14,583,306)	(12,226,658)	(12,844,201)	(13,627,707)	(11,094,781)	(12,748,575)	(12,158,051)	(32,124,027)	(12,691,370)	(12,859,436)
Net Cash flows from Investing Activities	(29,822,770)	(9,951,705)	(11,537,266)	(12,149,778)	(12,922,244)	(12,368,482)	(12,957,202)	(12,999,955)	(30,882,656)	(12,487,153)	(13,941,360)



SRV Model – General

Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
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Payments:

Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
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Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
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Net Cash Flows from Financing Activities	(883,706)	(925,085)	(974,222)	(983,706)	(999,970)	(1,051,328)	(1,105,787)	(1,158,062)	8,781,017	(1,583,037)	(1,187,736)
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Net change in Cash & Cash Equivalents	(11,211,000)	-	869,658	109,764	(175,180)	195,757	-	-	(1,000,000)	1,000,000	-
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Cash and Cash Equivalents at beginning of year	15,211,000	4,000,000	4,000,000	4,869,658	4,979,423	4,804,243	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000
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Cash & Cash Equivalents at end of the year	4,000,000	4,000,000	4,869,658	4,979,423	4,804,243	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
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Cash & Cash Equivalents - end of the year	4,000,000	4,000,000	4,869,658	4,979,423	4,804,243	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
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Investments - end of the year	45,385,482	41,394,493	41,394,493	41,394,493	41,394,493	43,354,354	44,263,707	45,828,412	45,311,445	45,765,954	47,506,604
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Total cash and cash equivalents and Investments	49,385,482	45,394,493	46,264,152	46,373,916	46,198,736	48,354,354	49,263,707	50,828,412	49,311,445	50,765,954	52,506,604
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Representing:

- External Restrictions	24,094,224	18,880,299	19,496,551	19,311,923	19,045,854	20,151,746	19,848,530	20,861,224	19,974,402	21,157,646	22,388,625
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- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
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- Unrestricted	1,155,945	1,893,222	1,765,281	1,849,713	1,922,735	2,641,613	3,569,077	3,918,360	3,308,937	3,352,318	3,527,170
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49,385,482	45,394,493	46,264,152	46,373,916	46,198,736	48,354,354	49,263,707	50,828,412	49,311,445	50,765,954	52,506,604
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SRV Model – Water

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - WATER FUND

Scenario: 37.67% Over 2 Years - SRV Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	1,485,070	1,522,196	1,560,251	1,599,258	1,639,239	1,680,220	1,722,226	1,765,281	1,809,413	1,854,649	1,901,015
User Charges & Fees	4,060,629	4,162,145	4,266,199	4,372,854	4,482,175	4,594,229	4,709,085	4,826,812	4,947,483	5,071,170	5,197,949
Other Revenues	228	234	240	246	252	258	265	271	278	285	292
Grants & Contributions provided for Operating Purposes	72,212	74,017	75,868	77,765	79,709	81,701	83,744	85,838	87,984	90,183	92,438
Grants & Contributions provided for Capital Purposes	135,941	140,155	143,911	147,653	151,344	155,127	159,006	162,981	167,055	171,232	175,512
Interest & Investment Revenue	387,986	384,440	381,713	309,616	257,312	144,913	55,875	56,625	77,795	128,992	132,217
Joint Ventures & Associated Entities - Gain	6,142,066	6,283,187	6,428,181	6,507,390	6,610,031	6,656,450	6,730,200	6,897,808	7,090,008	7,316,510	7,499,423
Expenses from Continuing Operations											
Employee Benefits & On-Costs	992,461	1,158,584	1,189,571	1,219,311	1,249,794	1,281,038	1,313,064	1,345,891	1,379,538	1,414,027	1,449,377
Materials & Contracts	2,482,367	2,584,691	2,671,069	2,742,142	2,818,996	2,872,933	2,970,937	3,151,510	3,151,653	3,224,724	3,335,716
Depreciation, amortisation and impairment of non-financial assets	1,593,441	1,578,786	1,585,001	1,579,255	1,651,547	1,700,082	1,825,815	1,830,824	1,836,506	1,839,826	1,882,743
Total Expenses from Continuing Operations	5,068,269	5,322,061	5,445,641	5,540,708	5,720,336	5,854,053	6,109,816	6,328,225	6,367,697	6,478,576	6,667,836
Operating Result from Continuing Operations	1,073,797	961,127	982,540	966,682	889,695	802,397	620,384	569,583	722,311	837,934	831,587
Net Operating Result for the Year	1,073,797	961,127	982,540	966,682	889,695	802,397	620,384	569,583	722,311	837,934	831,587
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	937,856	820,972	838,629	819,030	738,351	647,269	461,379	406,602	555,256	666,703	656,074



SRV Model – Water

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - WATER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	500,000	1,000,000	1,000,000	500,000	500,000	165,465	167,929	279,884	216,432	1,000,000	1,000,000
Investments	10,349,109	11,044,893	12,011,185	9,556,258	7,379,846	-	-	-	-	696,620	2,187,155
Receivables	643,154	671,192	695,136	676,475	667,165	597,396	613,260	629,763	644,722	677,017	709,642
Inventories	110,756	116,809	120,779	124,246	128,003	130,591	135,416	144,437	144,277	147,822	153,291
Total Current Assets	11,603,019	12,832,894	13,827,100	10,856,979	8,675,014	893,452	916,606	1,054,084	1,005,430	2,521,459	4,050,087
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
Total Non-Current Assets	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
TOTAL ASSETS	89,210,797	90,171,923	91,154,464	93,395,595	94,324,671	95,157,499	94,433,621	96,477,278	95,725,515	96,563,450	97,395,036
LIABILITIES											
Current Liabilities											
Payables	168,000	168,000	168,000	1,442,450	1,481,831	1,512,262	168,000	1,642,074	168,000	168,000	168,000
Employee benefit provisions	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Current Liabilities	181,000	181,000	181,000	1,455,450	1,494,831	1,525,262	181,000	1,655,074	181,000	181,000	181,000
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	181,000	181,000	181,000	1,455,450	1,494,831	1,525,262	181,000	1,655,074	181,000	181,000	181,000
Net Assets	89,029,797	89,990,923	90,973,464	91,940,146	92,829,840	93,632,237	94,252,621	94,822,204	95,544,515	96,382,450	97,214,036
EQUITY											



SRV Model – Water

Retained Earnings	51,366,797	52,327,923	53,310,464	54,277,146	55,166,840	55,969,237	56,589,621	57,159,204	57,881,515	58,719,450	59,551,036
Revaluation Reserves	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000
Council Equity Interest	89,029,797	89,990,923	90,973,464	91,940,146	92,829,840	93,632,237	94,252,621	94,822,204	95,544,515	96,382,450	97,214,036
Total Equity	89,029,797	89,990,923	90,973,464	91,940,146	92,829,840	93,632,237	94,252,621	94,822,204	95,544,515	96,382,450	97,214,036



SRV Model – Water

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - WATER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	1,471,029	1,520,345	1,558,354	1,597,313	1,637,246	1,678,177	1,720,131	1,763,135	1,807,213	1,852,393	1,898,703
User Charges & Fees	4,193,480	4,245,002	4,351,127	4,459,906	4,571,403	4,685,688	4,802,831	4,922,901	5,045,974	5,172,123	5,301,426
Interest Received	499,024	369,139	370,820	341,653	280,331	228,734	54,414	54,885	77,968	112,207	115,491
Grants & Contributions	208,153	214,172	219,779	225,417	231,053	236,829	242,750	248,818	255,039	261,415	267,950
Other	8,800	1,378	1,418	1,455	1,493	1,530	1,568	1,607	1,648	1,689	1,731
Payments:											
Payments to employees	(282,742)	(431,122)	(443,923)	(455,021)	(466,397)	(478,056)	(490,008)	(502,258)	(514,815)	(527,685)	(540,877)
Payments for Materials and Services	(2,357,847)	(2,468,272)	(2,549,209)	(1,346,684)	(2,660,285)	(2,723,426)	(4,199,818)	(1,567,746)	(4,508,387)	(3,112,660)	(3,222,113)
Other	(1,107,201)	(1,110,589)	(1,139,479)	(1,163,466)	(1,188,052)	(1,213,254)	(1,239,085)	(1,265,562)	(1,292,701)	(1,320,519)	(1,349,032)
Net Cash provided (or used in) Operating Activities	2,632,695	2,340,055	2,368,887	3,660,572	2,406,792	2,416,222	892,783	3,655,781	871,939	2,438,964	2,473,280
Cash Flows from Investing Activities											
Receipts:											
Redemption of Term Deposits	392,891	-	-	2,454,927	2,176,412	7,379,846	-	-	-	-	-
Payments:											
Acquisition of Term Deposits	-	(695,784)	(966,292)	-	-	-	-	-	-	(696,620)	(1,490,535)
Payments for IPPE	(3,401,587)	(1,144,271)	(1,402,595)	(6,615,499)	(4,583,204)	(10,130,603)	(890,318)	(3,543,826)	(935,391)	(958,776)	(982,745)
Net cash flows from investing activities	(3,008,695)	(1,840,055)	(2,368,887)	(4,160,572)	(2,406,792)	(2,750,757)	(890,318)	(3,543,826)	(935,391)	(1,655,396)	(2,473,280)
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Net Cash Flow from Financing Activities	-	-	-	-	-	-	-	-	-	-	-



SRV Model – Water

Net change in cash and cash equivalents	(376,000)	500,000	-	(500,000)	-	(334,535)	2,464	111,954	(63,452)	783,568	-
Cash and cash equivalents at beginning of year	876,000	500,000	1,000,000	1,000,000	500,000	500,000	165,465	167,929	279,884	216,432	1,000,000
Cash and cash equivalents at end of year	500,000	1,000,000	1,000,000	500,000	500,000	165,465	167,929	279,884	216,432	1,000,000	1,000,000
<hr/>											
Cash & Cash Equivalents - end of the year	500,000	1,000,000	1,000,000	500,000	500,000	165,465	167,929	279,884	216,432	1,000,000	1,000,000
Investments - end of the year	10,349,109	11,044,893	12,011,185	9,556,258	7,379,846	-	-	-	-	696,620	2,187,155
Total cash, cash equivalents and investments	10,849,109	12,044,893	13,011,185	10,056,258	7,879,846	165,465	167,929	279,884	216,432	1,696,620	3,187,155
<hr/>											
Representing:											
- External Restrictions	10,849,109	12,044,893	13,011,185	10,056,258	7,879,846	165,465	167,929	279,884	216,432	1,696,620	3,187,155
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	10,849,109	12,044,893	13,011,185	10,056,258	7,879,846	165,465	167,929	279,884	216,432	1,696,620	3,187,155



SRV Model – Sewer

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - SEWER FUND

Scenario: 37.67% Over 2 Years - SRV Model

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	2,608,923	2,608,923	2,608,923	2,674,146	2,741,000	2,809,525	2,879,763	2,951,757	3,025,551	3,101,190	3,178,720
User Charges & Fees	949,978	973,727	998,070	1,023,022	1,048,598	1,074,813	1,101,683	1,129,225	1,157,456	1,186,392	1,216,052
Grants & Contributions provided for Operating Purposes	31,488	32,275	33,082	33,909	34,757	35,626	36,516	37,429	38,365	39,324	40,307
Grants & Contributions provided for Capital Purposes	74,149	76,447	78,496	80,537	82,551	84,614	86,730	88,898	91,120	93,398	95,733
Interest & Investment Revenue	630,675	521,343	424,193	387,807	422,192	463,298	505,161	548,866	593,321	639,849	655,845
Total Income from Continuing Operations	4,295,213	4,212,716	4,142,765	4,199,422	4,329,097	4,467,876	4,609,853	4,756,176	4,905,813	5,060,154	5,186,657
Expenses from Continuing Operations											
Employee Benefits & On-Costs	605,954	632,054	648,871	665,093	681,720	698,763	716,232	734,138	752,491	771,304	790,586
Materials & Contracts	1,055,971	1,097,829	1,134,939	1,171,210	1,220,827	1,247,842	1,289,307	1,331,277	1,374,807	1,401,457	1,459,382
Depreciation, amortisation and impairment of non-financial assets	1,061,273	1,032,808	1,117,565	1,090,078	1,092,608	1,109,081	1,102,402	1,121,896	1,116,099	1,137,782	1,166,226
Total Expenses from Continuing Operations	2,723,197	2,762,691	2,901,376	2,926,380	2,995,155	3,055,686	3,107,941	3,187,310	3,243,397	3,310,543	3,416,195
Operating Result from Continuing Operations	1,572,016	1,450,025	1,241,389	1,273,042	1,333,942	1,412,190	1,501,912	1,568,865	1,662,416	1,749,611	1,770,462
Net Operating Result for the Year	1,572,016	1,450,025	1,241,389	1,273,042	1,333,942	1,412,190	1,501,912	1,568,865	1,662,416	1,749,611	1,770,462
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	1,497,867	1,373,578	1,162,893	1,192,504	1,251,392	1,327,575	1,415,183	1,479,967	1,571,295	1,656,212	1,674,729



SRV Model – Sewer

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

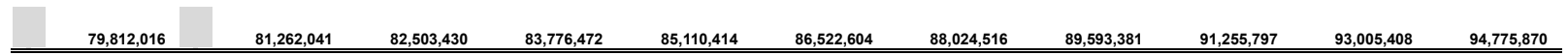
FINANCIAL POSITION - SEWER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments	15,945,975	13,542,885	14,039,964	15,837,591	16,409,746	18,801,326	19,458,445	22,012,949	22,746,827	25,491,064	26,280,797
Receivables	178,390	179,180	179,989	184,489	189,101	193,829	198,674	203,641	208,732	213,951	219,299
Total Current Assets	16,624,365	14,222,064	14,819,953	16,622,080	17,198,848	19,595,155	20,257,119	22,816,590	23,555,559	26,305,015	27,100,096
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
Total Non-Current Assets	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
TOTAL ASSETS	79,816,016	81,266,041	82,507,430	83,780,472	85,114,414	86,526,604	88,028,516	89,597,381	91,259,797	93,009,408	94,779,870
LIABILITIES											
Current Liabilities											
Employee benefit provision	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Current Liabilities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Non-Current Liabilities											
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Net Assets	79,812,016	81,262,041	82,503,430	83,776,472	85,110,414	86,522,604	88,024,516	89,593,381	91,255,797	93,005,408	94,775,870
EQUITY											
Retained Earnings	29,997,016	31,447,041	32,688,430	33,961,472	35,295,414	36,707,604	38,209,516	39,778,381	41,440,797	43,190,408	44,960,870
Revaluation Reserves	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000
Council Equity Interest	79,812,016	81,262,041	82,503,430	83,776,472	85,110,414	86,522,604	88,024,516	89,593,381	91,255,797	93,005,408	94,775,870



SRV Model – Sewer

Total Equity





SRV Model – Sewer

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - SEWER FUND

Scenario: 37.67% Over 2 Years - SRV Model	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	2,605,663	2,608,923	2,608,923	2,670,815	2,737,585	2,806,025	2,876,175	2,948,080	3,021,782	3,097,326	3,174,759
User Charges & Fees	979,388	972,937	997,261	1,022,192	1,047,747	1,073,941	1,100,789	1,128,309	1,156,517	1,185,430	1,215,066
Interest Received	626,135	521,343	424,193	387,469	421,845	462,943	504,797	548,493	592,938	639,457	655,443
Grants & Contributions	105,637	108,723	111,578	114,446	117,307	120,240	123,246	126,327	129,485	132,722	136,041
Payments:											
Payments to Employees	(200,790)	(216,761)	(223,196)	(228,776)	(234,495)	(240,357)	(246,366)	(252,525)	(258,838)	(265,309)	(271,942)
Payments for materials and services	(912,179)	(963,342)	(999,505)	(1,036,469)	(1,086,782)	(1,114,494)	(1,156,656)	(1,199,324)	(1,243,551)	(1,270,896)	(1,317,920)
Other	(548,956)	(549,780)	(561,110)	(571,058)	(581,270)	(591,754)	(602,517)	(613,566)	(624,909)	(636,555)	(660,107)
Net Cash provided (or used in) Operating Activities	2,654,898	2,482,043	2,358,145	2,358,620	2,421,938	2,516,543	2,599,468	2,685,794	2,773,423	2,882,175	2,931,339
Cash Flows from Investing Activities											
Receipts:											
Sale of Investments	474,025	2,403,091	-	-	-	-	-	-	-	-	-
Payments:											
Acquisitions of Term Deposits	-	-	(497,079)	(1,797,627)	(572,155)	(2,391,579)	(657,119)	(2,554,504)	(733,878)	(2,744,238)	(789,733)
Payments for IPPE	(2,828,923)	(4,885,134)	(1,761,066)	(560,992)	(1,849,783)	(124,964)	(1,942,349)	(131,290)	(2,039,545)	(137,937)	(2,141,607)
Net Cash flows from Investing Activities	(2,354,898)	(2,482,043)	(2,258,145)	(2,358,620)	(2,421,938)	(2,516,543)	(2,599,468)	(2,685,794)	(2,773,423)	(2,882,175)	(2,931,339)
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Net Cash Flows from Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net change in Cash & Cash Equivalents	300,000	-	100,000	-	-	-	-	-	-	-	-



SRV Model – Sewer

Cash and Cash Equivalents at beginning of year	200,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Cash & Cash Equivalents at end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Cash & Cash Equivalents - end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments - end of the year	15,945,975	13,542,885	14,039,964	15,837,591	16,409,746	18,801,326	19,458,445	22,012,949	22,746,827	25,491,064	26,280,797
Cash, Cash Equivalents & Investments - end of the year	16,445,975	14,042,885	14,639,964	16,437,591	17,009,746	19,401,326	20,058,445	22,612,949	23,346,827	26,091,064	26,880,797
Representing:											
- External Restrictions	16,445,975	14,042,885	14,639,964	16,437,591	17,009,746	19,401,326	20,058,445	22,612,949	23,346,827	26,091,064	26,880,797
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	16,445,975	14,042,885	14,639,964	16,437,591	17,009,746	19,401,326	20,058,445	22,612,949	23,346,827	26,091,064	26,880,797



No SRV Scenario – Consolidated

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - CONSOLIDATED

Scenario: No SRV Model - Reduced Services

	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	22,927,980	23,879,803	24,673,978	25,394,098	26,046,696	26,716,070	27,402,652	28,106,884	28,829,221	29,570,126	30,330,080
User Charges & Fees	11,753,614	11,971,607	12,291,706	12,664,871	13,061,628	13,388,019	13,716,570	14,059,484	14,410,971	14,771,245	15,140,526
Other Revenues	780,195	791,577	802,345	813,950	825,272	836,876	848,770	860,891	873,413	886,248	908,405
Grants & Contributions provided for Operating Purposes	18,606,916	17,320,317	18,025,266	18,514,815	18,906,159	18,506,707	18,947,611	19,415,397	19,891,500	20,385,322	20,931,366
Grants & Contributions provided for Capital Purposes	20,260,210	6,865,243	609,403	739,712	758,204	777,160	796,589	816,503	7,836,916	857,839	879,285
Interest & Investment Income	2,877,623	2,551,565	2,245,733	1,927,012	1,933,033	1,887,788	1,881,394	1,973,061	2,091,274	2,235,546	2,302,237
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
Total Income from Continuing Operations	77,359,599	63,537,000	58,809,241	60,219,289	61,699,944	62,285,796	63,771,090	65,414,162	74,119,786	68,897,480	70,687,830
Expenses from Continuing Operations											
Employee Benefits & On-Costs	23,034,834	23,701,699	24,260,720	24,867,238	25,488,919	26,126,142	26,779,295	27,448,778	28,134,997	28,838,372	29,559,332
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Services	17,308,517	16,956,129	14,718,370	15,384,256	15,831,952	15,937,846	16,300,500	16,685,387	17,270,201	17,446,978	17,975,714
Depreciation, Amortisation and impairment of non-financial assets	15,132,828	15,078,500	15,404,937	15,314,152	15,447,540	15,502,103	15,660,440	15,657,733	16,143,189	16,193,551	16,247,376
Other Expenses	592,528	576,011	588,572	594,156	599,896	601,796	607,859	614,092	620,499	627,084	645,700
Total Expenses from Continuing Operations	56,896,700	57,108,638	55,694,790	56,842,703	58,007,987	58,768,509	59,906,750	60,812,854	62,522,746	63,900,500	65,149,866
Operating Result from Continuing Operations	20,462,900	6,428,363	3,114,451	3,376,586	3,691,956	3,517,287	3,864,340	4,601,308	11,597,039	4,996,980	5,537,964
Net Operating Result for the Year attributable to Council	20,462,900	6,428,363	3,114,451	3,376,586	3,691,956	3,517,287	3,864,340	4,601,308	11,597,039	4,996,980	5,537,964
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	202,690	(436,880)	2,505,048	2,636,875	2,933,752	2,740,127	3,067,752	3,784,805	3,760,124	4,139,141	4,658,679



No SRV Scenario – Consolidated

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - CONSOLIDATED

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	5,000,000	5,500,000	6,600,000	6,100,000	5,753,984	6,100,000	6,259,926	6,533,279	5,600,000	6,600,000	6,600,000
Investments	37,963,691	35,913,085	37,737,805	37,479,650	36,174,662	31,583,530	32,530,447	35,577,488	36,473,558	41,222,038	44,375,167
Receivables	7,345,909	6,584,336	6,430,790	6,688,605	6,827,788	6,871,195	7,030,954	7,308,812	7,859,597	7,857,236	8,076,097
Inventories	1,893,991	1,871,771	1,696,816	1,762,608	1,809,472	1,831,080	1,871,992	1,912,258	1,975,112	2,003,753	2,059,130
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	504,741	524,433	538,192	544,410	555,943	566,067	586,027	594,272	610,209
Total Current Assets	56,660,366	54,317,857	56,859,152	56,344,296	54,793,097	50,519,215	51,738,263	55,186,904	55,583,293	60,966,299	64,009,604
Non-Current Assets											
Investments	33,716,874	32,117,993	32,349,391	32,659,078	32,659,078	33,886,898	34,270,747	35,229,080	35,119,360	35,655,251	37,174,576
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	739,976,279	743,119,946	742,755,286	747,207,674	752,054,036	758,153,959	758,568,287	759,584,320	778,781,541	776,818,314	777,155,708
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
Total Non-Current Assets	774,287,766	775,955,418	775,863,690	780,622,461	785,562,785	792,935,123	793,783,307	795,860,347	814,947,847	813,570,457	815,595,289
TOTAL ASSETS	830,948,132	830,273,275	832,722,842	836,966,758	840,355,881	843,454,338	845,521,570	851,047,251	870,531,141	874,536,757	879,604,893
LIABILITIES											
Current Liabilities											
Payables	4,987,218	3,900,350	3,728,563	5,122,094	5,254,998	5,350,430	4,092,949	5,649,306	4,310,383	4,387,020	4,495,395
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,540,584	5,685,117	5,836,877	5,996,226	6,163,541	6,339,223	6,523,688	6,717,377	6,920,750	7,134,292	7,358,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
Total Current Liabilities	17,462,123	10,905,818	10,900,848	12,475,802	12,833,281	13,165,007	12,150,683	13,964,975	13,196,951	13,085,791	13,155,146



No SRV Scenario – Consolidated

Non-Current Liabilities											
Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
Total Non-Current Liabilities	18,659,110	18,112,195	17,452,280	16,744,656	16,084,344	15,333,787	14,551,002	13,661,083	22,315,958	21,435,755	20,896,571
TOTAL LIABILITIES	36,121,233	29,018,013	28,353,128	29,220,458	28,917,625	28,498,794	26,701,685	27,626,058	35,512,909	34,521,546	34,051,717
Net Assets	794,826,900	801,255,262	804,369,714	807,746,300	811,438,257	814,955,544	818,819,884	823,421,193	835,018,232	840,015,211	845,553,176
EQUITY											
Retained Earnings	367,810,900	374,239,262	377,353,714	380,730,300	384,422,257	387,939,544	391,803,884	396,405,193	408,002,232	412,999,211	418,537,176
Revaluation Reserves	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000	427,016,000
Council Equity Interest	794,826,900	801,255,262	804,369,714	807,746,300	811,438,257	814,955,544	818,819,884	823,421,193	835,018,232	840,015,211	845,553,176
Total Equity	794,826,900	801,255,262	804,369,714	807,746,300	811,438,257	814,955,544	818,819,884	823,421,193	835,018,232	840,015,211	845,553,176



No SRV Scenario – Consolidated

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	22,714,954	23,694,243	24,483,003	25,197,948	25,845,276	26,509,617	27,191,039	27,889,983	28,606,899	29,342,249	30,096,508
User Charges & Fees	12,498,303	13,621,939	13,951,447	14,351,257	14,785,474	15,181,415	15,556,778	15,943,671	16,342,263	16,750,819	17,169,590
Interest Received	3,696,673	2,566,762	2,204,308	1,942,368	1,956,867	1,941,259	1,867,483	1,947,752	2,096,854	2,198,178	2,250,543
Grants & Contributions	33,921,600	19,321,914	19,058,476	19,421,744	19,945,301	19,603,229	20,033,038	20,524,788	27,829,853	21,942,129	22,416,579
Other	690,001	1,236,605	1,116,047	1,041,177	1,061,282	1,092,048	1,097,821	1,115,827	1,031,012	1,257,813	1,182,158
Payments:											
Payments to employees	(15,593,933)	(16,033,173)	(16,402,753)	(16,807,111)	(17,223,121)	(17,649,323)	(18,085,961)	(18,533,285)	(18,991,551)	(19,461,021)	(19,941,961)
Payment for Materials and Services	(27,001,026)	(26,761,108)	(23,619,899)	(23,257,832)	(25,167,424)	(25,513,158)	(27,494,398)	(25,310,463)	(29,089,593)	(28,050,691)	(29,045,760)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(5,351,895)	(2,316,680)	(2,372,766)	(2,422,956)	(2,474,416)	(2,523,184)	(2,577,277)	(2,632,745)	(2,689,617)	(2,747,931)	(2,819,567)
Net Cash flows from Operating Activities	24,783,070	14,747,695	17,880,867	18,976,828	18,285,732	18,245,816	17,243,123	20,648,506	24,910,242	20,554,760	20,695,227
Cash Flows from Investing Activities											
Receipts:											
Redemption of term deposits	11,571,435	4,483,754	-	2,308,708	2,026,537	7,560,760	-	-	147,692	-	-
Proceeds from sale of IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
Payments:											
Acquisition of term deposits	-	(834,266)	(2,056,118)	(2,360,240)	(721,549)	(4,197,448)	(1,330,766)	(4,005,375)	(934,041)	(5,284,371)	(4,672,455)
Payments for IPPE	(47,404,629)	(17,612,711)	(14,439,920)	(19,136,013)	(19,642,229)	(20,897,943)	(15,347,371)	(15,934,518)	(34,562,593)	(13,346,078)	(15,493,763)
Net Cash flows from Investing Activities	(35,186,364)	(13,322,610)	(15,806,646)	(18,493,122)	(17,631,778)	(16,848,471)	(15,977,410)	(19,217,092)	(34,624,538)	(17,971,722)	(19,507,491)
Cash Flows from Financing Activities											



No SRV Scenario – Consolidated

Receipts:											
Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
Payments:											
Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
Net Cash Flows from financing activities	(883,706)	(925,085)	(974,222)	(983,706)	(999,970)	(1,051,328)	(1,105,787)	(1,158,062)	8,781,017	(1,583,037)	(1,187,736)
Net change in cash and cash equivalents	(11,287,000)	500,000	1,100,000	(500,000)	(346,016)	346,016	159,926	273,353	(933,279)	1,000,000	-
Cash and cash equivalents at beginning of year	16,287,000	5,000,000	5,500,000	6,600,000	6,100,000	5,753,984	6,100,000	6,259,926	6,533,279	5,600,000	6,600,000
Cash & Cash Equivalents at end of the year	5,000,000	5,500,000	6,600,000	6,100,000	5,753,984	6,100,000	6,259,926	6,533,279	5,600,000	6,600,000	6,600,000
<hr/>											
Cash & Cash Equivalents - end of the year	5,000,000	5,500,000	6,600,000	6,100,000	5,753,984	6,100,000	6,259,926	6,533,279	5,600,000	6,600,000	6,600,000
Investments - end of the year	71,680,565	68,031,078	70,087,196	70,138,728	68,833,740	65,470,428	66,801,194	70,806,569	71,592,918	76,877,288	81,549,743
Total cash, cash equivalent's and Investments	76,680,565	73,531,078	76,687,196	76,238,728	74,587,724	71,570,428	73,061,120	77,339,847	77,192,918	83,477,288	88,149,743
Representing:											
- External Restrictions	51,389,308	45,369,530	48,060,365	47,262,879	45,950,606	42,305,701	43,248,371	47,528,486	47,928,077	53,967,132	58,125,548
- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
- Unrestricted	1,155,945	3,540,575	3,624,511	3,763,569	3,406,971	3,703,733	3,966,649	3,762,533	3,236,735	3,254,166	3,433,385
	76,680,565	73,531,078	76,687,196	76,238,728	74,587,724	71,570,428	73,061,120	77,339,847	77,192,918	83,477,288	88,149,743



No SRV Scenario – General

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: No SRV Model - Reduced Services

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	18,766,170	19,613,948	20,301,476	20,912,284	21,452,837	22,007,364	22,576,229	23,159,800	23,758,459	24,372,596	25,002,611
User Charges & Fees	6,743,007	6,835,735	7,027,437	7,268,996	7,530,856	7,718,977	7,905,802	8,103,447	8,306,033	8,513,684	8,726,526
Other Revenues	779,967	791,344	802,106	813,706	825,021	836,619	848,506	860,621	873,136	885,964	908,114
Grants & Contributions provided for Operating Purposes	18,571,033	17,283,537	17,987,566	18,476,173	18,866,550	18,466,109	18,905,997	19,372,743	19,847,780	20,340,509	20,885,432
Grants & Contributions provided for Capital Purposes	20,050,120	6,648,641	386,996	511,522	524,310	537,418	550,853	564,625	7,578,740	593,209	608,039
Interest & Investment Income	1,858,963	1,645,783	1,439,828	1,229,590	1,253,529	1,279,578	1,320,359	1,367,571	1,420,159	1,466,706	1,514,176
Other Income:	153,062	156,889	160,811	164,831	168,952	173,176	177,505	181,943	186,491	191,153	195,932
Total Income from Continuing Operations	66,922,323	52,975,876	48,106,220	49,377,101	50,622,055	51,019,241	52,285,251	53,610,748	61,970,798	56,363,821	57,840,830
Expenses from Continuing Operations											
Employee Benefits & On-Costs	21,436,420	22,061,063	22,576,780	23,141,199	23,719,729	24,312,722	24,920,540	25,543,554	26,182,143	26,836,696	27,507,614
Borrowing Costs	827,993	796,298	722,191	682,901	639,680	600,622	558,654	406,865	353,860	794,515	721,745
Materials & Contracts	13,770,180	13,236,417	10,872,950	11,421,928	11,733,365	11,748,289	11,961,224	12,113,078	12,643,485	12,709,558	13,069,734
Depreciation, amortisation and impairment of non-financial assets	12,478,115	12,466,906	12,702,372	12,644,819	12,703,385	12,692,941	12,732,224	12,705,013	13,190,584	13,215,943	13,198,407
Other Expenses	592,528	613,203	627,983	643,133	658,661	670,578	686,892	703,614	720,755	738,324	756,582
Total Expenses from Continuing Operations	49,105,235	49,173,888	47,502,275	48,533,980	49,454,820	50,025,151	50,859,534	51,472,124	53,090,827	54,295,036	55,254,080
Operating Result from Continuing Operations	17,817,087	3,801,988	603,945	843,121	1,167,235	994,089	1,425,717	2,138,624	8,879,971	2,068,785	2,586,749
Net Operating Result for the Year	17,817,087	3,801,988	603,945	843,121	1,167,235	994,089	1,425,717	2,138,624	8,879,971	2,068,785	2,586,749
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	(2,233,033)	(2,846,653)	216,949	331,599	642,925	456,671	874,863	1,574,000	1,301,231	1,475,576	1,978,710



No SRV Scenario – General

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - GENERAL FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	4,000,000	4,000,000	5,000,000	5,000,000	4,653,984	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
Investments	11,668,607	11,115,273	11,195,354	11,302,529	11,302,529	11,727,449	11,860,289	12,191,946	12,153,974	12,339,433	12,865,236
Receivables	6,524,365	5,728,775	5,545,168	5,815,372	5,957,436	6,064,024	6,201,164	6,455,597	6,984,327	6,942,398	7,121,179
Inventories	1,783,234	1,754,962	1,576,037	1,638,363	1,681,469	1,700,489	1,736,576	1,767,820	1,830,835	1,855,931	1,905,839
Contract assets and contract cost assets	3,889,000	3,889,000	3,889,000	3,789,000	3,689,000	3,589,000	3,489,000	3,289,000	3,089,000	2,689,000	2,289,000
Other	567,775	559,666	504,741	524,433	538,192	544,410	555,943	566,067	586,027	594,272	610,209
Total Current Assets	28,432,982	27,047,675	27,710,299	28,069,696	27,822,609	28,625,371	28,842,973	29,270,430	28,644,163	29,421,035	29,791,463
Non-Current Assets											
Investments	33,716,874	32,117,993	32,349,391	32,659,078	32,659,078	33,886,898	34,270,747	35,229,080	35,119,360	35,655,251	37,174,576
Receivables	9,613	6,674	3,559	256	256	256	256	256	256	256	-
Infrastructure, Property, Plant & Equipment	599,176,851	598,736,940	597,740,445	597,510,666	598,488,813	596,958,463	597,279,876	597,380,335	616,357,218	616,071,930	616,130,986
Right of use assets	585,000	710,805	755,454	755,454	849,415	894,010	944,017	1,046,691	1,046,691	1,096,637	1,265,005
Total Non-Current Assets	633,488,338	631,572,412	630,848,849	630,925,454	631,997,561	631,739,627	632,494,895	633,656,362	652,523,525	652,824,074	654,570,567
TOTAL ASSETS	661,921,320	658,620,088	658,559,148	658,995,150	659,820,171	660,364,999	661,337,868	662,926,792	681,167,688	682,245,109	684,362,030
LIABILITIES											
Current Liabilities											
Payables	4,819,218	3,732,350	3,560,563	3,679,645	3,773,167	3,838,169	3,924,949	4,007,232	4,142,383	4,219,020	4,327,395
Contract liabilities	5,782,115	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591	112,591
Lease liabilities	86,271	90,953	96,080	97,435	102,435	108,121	109,045	115,392	121,473	86,075	95,692
Borrowings	838,814	883,269	887,626	902,535	948,893	997,666	1,049,017	1,103,591	1,461,564	1,092,044	815,890
Employee benefit provisions	5,523,584	5,668,117	5,819,877	5,979,226	6,146,541	6,322,223	6,506,688	6,700,377	6,903,750	7,117,292	7,341,511
Provisions	227,121	233,538	239,110	244,921	250,822	256,976	263,392	266,718	270,190	273,768	277,068
Total Current Liabilities	17,277,123	10,720,818	10,715,848	11,016,352	11,334,450	11,635,745	11,965,683	12,305,901	13,011,951	12,900,791	12,970,146



No SRV Scenario – General

Non-Current Liabilities											
Lease liabilities	498,729	619,852	659,374	658,019	746,980	785,889	834,972	931,299	925,218	1,010,562	1,169,313
Borrowings	10,749,837	9,866,569	8,978,943	8,076,408	7,127,515	6,129,849	5,080,832	3,977,241	12,515,677	11,423,633	10,607,743
Employee benefit provisions	268,765	275,798	283,182	290,935	299,077	307,625	316,601	326,025	335,921	346,311	357,221
Provisions	7,141,779	7,349,976	7,530,781	7,719,294	7,910,773	8,110,425	8,318,598	8,426,518	8,539,142	8,655,248	8,762,294
Total Non-Current Liabilities	18,659,110	18,112,195	17,452,280	16,744,656	16,084,344	15,333,787	14,551,002	13,661,083	22,315,958	21,435,755	20,896,571
TOTAL LIABILITIES	35,936,233	28,833,013	28,168,128	27,761,008	27,418,794	26,969,532	26,516,685	25,966,984	35,327,909	34,336,546	33,866,717
Net Assets	625,985,087	629,787,075	630,391,020	631,234,142	632,401,377	633,395,466	634,821,183	636,959,807	645,839,779	647,908,563	650,495,313
EQUITY											
Retained Earnings	286,447,087	290,249,075	290,853,020	291,696,142	292,863,377	293,857,466	295,283,183	297,421,807	306,301,779	308,370,563	310,957,313
Revaluation Reserves	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000	339,538,000
Council Equity Interest	625,985,087	629,787,075	630,391,020	631,234,142	632,401,377	633,395,466	634,821,183	636,959,807	645,839,779	647,908,563	650,495,313
Total Equity	625,985,087	629,787,075	630,391,020	631,234,142	632,401,377	633,395,466	634,821,183	636,959,807	645,839,779	647,908,563	650,495,313



No SRV Scenario – General

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - GENERAL FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	18,638,262	19,503,083	20,187,064	20,794,610	21,331,855	21,883,360	22,449,126	23,029,522	23,624,927	24,235,728	24,862,323
User Charges & Fees	7,325,435	8,403,999	8,603,059	8,869,159	9,166,323	9,421,786	9,653,158	9,892,460	10,139,772	10,393,266	10,653,098
Interest received	2,571,514	1,678,137	1,411,189	1,214,850	1,256,334	1,251,267	1,309,999	1,346,144	1,427,761	1,448,373	1,481,515
Grants & Contributions	33,607,810	18,999,019	18,727,119	19,081,881	19,596,942	19,246,160	19,667,042	20,149,643	27,445,329	21,547,992	22,012,588
Other	681,201	1,235,227	1,114,629	1,039,722	1,059,790	1,090,518	1,096,253	1,114,220	1,029,365	1,256,124	1,180,427
Payments:											
Payments to employees	(15,110,400)	(15,535,291)	(15,890,134)	(16,281,677)	(16,684,551)	(17,097,289)	(17,520,126)	(17,953,304)	(18,397,071)	(18,851,678)	(19,317,385)
Payments for materials and services	(23,731,001)	(23,329,494)	(20,071,184)	(20,874,679)	(21,420,358)	(21,675,239)	(22,137,924)	(22,543,393)	(23,337,655)	(23,667,135)	(24,505,728)
Borrowing Costs	(623,607)	(582,807)	(536,996)	(489,767)	(443,508)	(396,087)	(345,400)	(297,022)	(225,877)	(676,786)	(612,862)
Bonds & Deposits Refunded	(168,000)	-	-	-	-	-	-	-	-	-	-
Other	(3,695,738)	(656,311)	(672,178)	(688,432)	(705,093)	(718,176)	(735,675)	(753,617)	(772,007)	(790,857)	(810,428)
Net Cash provided (or used in) Operating Activities	19,495,476	9,715,562	12,872,567	12,665,667	13,157,733	13,006,300	13,436,453	13,984,653	20,934,543	14,895,027	14,943,548
Cash Flows from Investing Activities											
Receipts:											
Redemption of Term Deposits	10,704,518	2,152,216	-	-	-	-	-	-	147,692	-	-
Proceeds from sale IPPE	644,216	637,841	686,453	691,308	702,160	686,160	700,727	722,802	724,403	658,727	658,727
Deferred Debtors Receipts	2,615	2,772	2,939	3,115	3,303	-	-	-	-	-	-
Other Investing Activity Receipts											
Acquisition of term deposits	-	-	(311,479)	(416,862)	-	(1,652,740)	(516,690)	(1,289,990)	-	(721,350)	(2,045,128)
Payments for IPPE	(41,174,119)	(11,583,306)	(11,276,258)	(11,959,522)	(13,209,243)	(10,642,376)	(12,514,704)	(12,259,402)	(31,587,656)	(12,249,366)	(12,369,411)
Net Cash flows from Investing Activities	(29,822,770)	(8,790,477)	(10,898,346)	(11,681,961)	(12,503,780)	(11,608,956)	(12,330,667)	(12,826,590)	(30,715,561)	(12,311,989)	(13,755,812)



No SRV Scenario – General

Cash Flows from Financing Activities

Receipts:

Proceeds from Borrowings	-	-	-	-	-	-	-	-	10,000,000	-	-
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Payments:

Repayment of Borrowings	(797,349)	(838,814)	(883,269)	(887,626)	(902,535)	(948,893)	(997,666)	(1,049,017)	(1,103,591)	(1,461,564)	(1,092,044)
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Principal component of lease payments	(86,357)	(86,271)	(90,953)	(96,080)	(97,435)	(102,435)	(108,121)	(109,045)	(115,392)	(121,473)	(95,692)
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Net Cash Flows from Financing Activities	(883,706)	(925,085)	(974,222)	(983,706)	(999,970)	(1,051,328)	(1,105,787)	(1,158,062)	8,781,017	(1,583,037)	(1,187,736)
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Net change in Cash & Cash Equivalents	(11,211,000)	-	1,000,000	-	(346,016)	346,016	-	-	(1,000,000)	1,000,000	-
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Cash and Cash Equivalents at beginning of year	15,211,000	4,000,000	4,000,000	5,000,000	5,000,000	4,653,984	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000
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Cash & Cash Equivalents at end of the year	4,000,000	4,000,000	5,000,000	5,000,000	4,653,984	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
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Cash & Cash Equivalents - end of the year	4,000,000	4,000,000	5,000,000	5,000,000	4,653,984	5,000,000	5,000,000	5,000,000	4,000,000	5,000,000	5,000,000
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Investments - end of the year	45,385,482	43,233,265	43,544,745	43,961,607	43,961,607	45,614,347	46,131,036	47,421,026	47,273,334	47,994,684	50,039,812
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Total cash and cash equivalents and Investments	49,385,482	47,233,265	48,544,745	48,961,607	48,615,591	50,614,347	51,131,036	52,421,026	51,273,334	52,994,684	55,039,812
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Representing:

- External Restrictions	24,094,224	19,071,718	19,917,914	19,985,758	19,978,473	21,349,619	21,318,288	22,609,665	22,008,493	23,484,528	25,015,617
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- Internal Restrictions	24,135,312	24,620,973	25,002,320	25,212,280	25,230,147	25,560,994	25,846,100	26,048,829	26,028,106	26,255,990	26,590,810
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- Unrestricted	1,155,945	3,540,575	3,624,511	3,763,569	3,406,971	3,703,733	3,966,649	3,762,533	3,236,735	3,254,166	3,433,385
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49,385,482	47,233,265	48,544,745	48,961,607	48,615,591	50,614,347	51,131,036	52,421,026	51,273,334	52,994,684	55,039,812
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No SRV Scenario – Water

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - WATER FUND

Scenario: No SRV Model - Reduced Services

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	1,485,070	1,522,196	1,560,251	1,599,258	1,639,239	1,680,220	1,722,226	1,765,281	1,809,413	1,854,649	1,901,015
User Charges & Fees	4,060,629	4,162,145	4,266,199	4,372,854	4,482,175	4,594,229	4,709,085	4,826,812	4,947,483	5,071,170	5,197,949
Other Revenues	228	234	240	246	252	258	265	271	278	285	292
Grants & Contributions provided for Operating Purposes	72,212	74,017	75,868	77,765	79,709	81,701	83,744	85,838	87,984	90,183	92,438
Grants & Contributions provided for Capital Purposes	135,941	140,155	143,911	147,653	151,344	155,127	159,006	162,981	167,055	171,232	175,512
Interest & Investment Revenue	387,986	384,440	381,713	309,616	257,312	144,913	55,875	56,625	77,795	128,992	132,217
Joint Ventures & Associated Entities - Gain	6,142,066	6,283,187	6,428,181	6,507,390	6,610,031	6,656,450	6,730,200	6,897,808	7,090,008	7,316,510	7,499,423
Expenses from Continuing Operations											
Employee Benefits & On-Costs	992,461	1,018,584	1,045,371	1,071,506	1,098,293	1,125,751	1,153,894	1,182,742	1,212,310	1,242,618	1,273,684
Materials & Contracts	2,482,367	2,584,691	2,671,069	2,742,142	2,818,996	2,872,933	2,970,937	3,151,510	3,151,653	3,224,724	3,335,716
Depreciation, amortisation and impairment of non-financial assets	1,593,441	1,578,786	1,585,001	1,579,255	1,651,547	1,700,082	1,825,815	1,830,824	1,836,506	1,839,826	1,882,743
Total Expenses from Continuing Operations	5,068,269	5,182,061	5,301,441	5,392,903	5,568,836	5,698,766	5,950,646	6,165,076	6,200,469	6,307,167	6,492,143
Operating Result from Continuing Operations	1,073,797	1,101,127	1,126,740	1,114,487	1,041,195	957,684	779,554	732,732	889,539	1,009,343	1,007,280
Net Operating Result for the Year	1,073,797	1,101,127	1,126,740	1,114,487	1,041,195	957,684	779,554	732,732	889,539	1,009,343	1,007,280
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	937,856	960,972	982,829	966,835	889,851	802,557	620,548	569,751	722,484	838,111	831,768



No SRV Scenario – Water

Gunnedah Shire Council
 10 Year Financial Plan for the Years ending 30 June
 2035

FINANCIAL POSITION - WATER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
Receivables	643,154	672,711	698,202	681,127	673,443	605,340	622,912	641,166	657,919	692,054	726,563
Inventories	110,756	116,809	120,779	124,246	128,003	130,591	135,416	144,437	144,277	147,822	153,291
Total Current Assets	11,603,019	12,972,894	14,111,300	11,288,984	9,258,520	1,632,245	1,814,568	2,115,196	2,233,770	3,921,207	5,625,529
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
Total Non-Current Assets	77,607,778	77,339,029	77,327,364	82,538,616	85,649,657	94,264,047	93,517,015	95,423,194	94,720,085	94,041,991	93,344,949
TOTAL ASSETS	89,210,797	90,311,923	91,438,664	93,827,600	94,908,176	95,896,291	95,331,584	97,538,390	96,953,855	97,963,198	98,970,478
LIABILITIES											
Current Liabilities											
Payables	168,000	168,000	168,000	1,442,450	1,481,831	1,512,262	168,000	1,642,074	168,000	168,000	168,000
Employee benefit provisions	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Current Liabilities	181,000	181,000	181,000	1,455,450	1,494,831	1,525,262	181,000	1,655,074	181,000	181,000	181,000
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	181,000	181,000	181,000	1,455,450	1,494,831	1,525,262	181,000	1,655,074	181,000	181,000	181,000
Net Assets	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478



No SRV Scenario – Water

EQUITY

Retained Earnings	51,366,797	52,467,923	53,594,664	54,709,151	55,750,346	56,708,030	57,487,584	58,220,316	59,109,855	60,119,198	61,126,478
Revaluation Reserves	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000	37,663,000
Council Equity Interest	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478
Total Equity	89,029,797	90,130,923	91,257,664	92,372,151	93,413,346	94,371,030	95,150,584	95,883,316	96,772,855	97,782,198	98,789,478



No SRV Scenario – Water

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - WATER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	1,471,029	1,520,345	1,558,354	1,597,313	1,637,246	1,678,177	1,720,131	1,763,135	1,807,213	1,852,393	1,898,703
User Charges & Fees	4,193,480	4,245,002	4,351,127	4,459,906	4,571,403	4,685,688	4,802,831	4,922,901	5,045,974	5,172,123	5,301,426
Interest Received	499,024	367,621	369,272	340,066	278,705	227,067	52,706	53,135	76,174	110,368	113,605
Grants & Contributions	208,153	214,172	219,779	225,417	231,053	236,829	242,750	248,818	255,039	261,415	267,950
Other	8,800	1,378	1,418	1,455	1,493	1,530	1,568	1,607	1,648	1,689	1,731
Payments:											
Payments to employees	(282,742)	(291,122)	(299,723)	(307,216)	(314,896)	(322,769)	(330,838)	(339,109)	(347,587)	(356,276)	(365,183)
Payments for Materials and Services	(2,357,847)	(2,468,272)	(2,549,209)	(1,346,684)	(2,660,285)	(2,723,426)	(4,199,818)	(1,567,746)	(4,508,387)	(3,112,660)	(3,222,113)
Other	(1,107,201)	(1,110,589)	(1,139,479)	(1,163,466)	(1,188,052)	(1,213,254)	(1,239,085)	(1,265,562)	(1,292,701)	(1,320,519)	(1,349,032)
Net Cash provided (or used in) Operating Activities	2,632,695	2,478,537	2,511,540	3,806,791	2,556,666	2,569,843	1,050,245	3,817,179	1,037,372	2,608,533	2,647,088
Cash Flows from Investing Activities											
Receipts:											
Redemption of Term Deposits	392,891	-	-	2,308,708	2,026,537	7,560,760	-	-	-	-	-
Payments:											
Acquisition of Term Deposits	-	(834,266)	(1,108,945)	-	-	-	-	-	(35,260)	(1,649,757)	(1,664,343)
Payments for IPPE	(3,401,587)	(1,144,271)	(1,402,595)	(6,615,499)	(4,583,204)	(10,130,603)	(890,318)	(3,543,826)	(935,391)	(958,776)	(982,745)
Net cash flows from investing activities	(3,008,695)	(1,978,537)	(2,511,540)	(4,306,791)	(2,556,666)	(2,569,843)	(890,318)	(3,543,826)	(970,651)	(2,608,533)	(2,647,088)
<i>Check</i>											
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Net Cash Flow from Financing Activities	-	-	-	-	-	-	-	-	-	-	-



No SRV Scenario – Water

Net change in cash and cash equivalents	(376,000)	500,000	-	(500,000)	-	-	159,926	273,353	66,721	-	-
Cash and cash equivalents at beginning of year	876,000	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000
Cash and cash equivalents at end of year	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
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Cash & Cash Equivalents - end of the year	500,000	1,000,000	1,000,000	500,000	500,000	500,000	659,926	933,279	1,000,000	1,000,000	1,000,000
Investments - end of the year	10,349,109	11,183,374	12,292,319	9,983,611	7,957,074	396,314	396,314	396,314	431,574	2,081,331	3,745,674
Total cash, cash equivalents and investments	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674
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Representing:											
- External Restrictions	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	10,849,109	12,183,374	13,292,319	10,483,611	8,457,074	896,314	1,056,240	1,329,593	1,431,574	3,081,331	4,745,674



No SRV Scenario – Sewer

Gunnedah Shire Council

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - SEWER FUND

Scenario: No SRV Model - Reduced Services

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	2,608,923	2,674,146	2,741,000	2,809,525	2,879,763	2,951,757	3,025,551	3,101,190	3,178,720	3,258,188	3,339,642
User Charges & Fees	949,978	973,727	998,070	1,023,022	1,048,598	1,074,813	1,101,683	1,129,225	1,157,456	1,186,392	1,216,052
Grants & Contributions provided for Operating Purposes	31,488	32,275	33,082	33,909	34,757	35,626	36,516	37,429	38,365	39,324	40,307
Grants & Contributions provided for Capital Purposes	74,149	76,447	78,496	80,537	82,551	84,614	86,730	88,898	91,120	93,398	95,733
Interest & Investment Revenue	630,675	521,343	424,193	387,807	422,192	463,298	505,161	548,866	593,321	639,849	655,845
Total Income from Continuing Operations	4,295,213	4,277,939	4,274,842	4,334,800	4,467,860	4,610,108	4,755,641	4,905,608	5,058,982	5,217,151	5,347,580
Expenses from Continuing Operations											
Employee Benefits & On-Costs	605,954	622,054	638,571	654,535	670,899	687,671	704,863	722,485	740,547	759,060	778,037
Materials & Contracts	1,055,971	1,097,829	1,134,939	1,171,210	1,220,827	1,247,842	1,289,307	1,331,277	1,374,807	1,401,457	1,459,382
Depreciation, amortisation and impairment of non-financial assets	1,061,273	1,032,808	1,117,565	1,090,078	1,092,608	1,109,081	1,102,402	1,121,896	1,116,099	1,137,782	1,166,226
Total Expenses from Continuing Operations	2,723,197	2,752,691	2,891,076	2,915,823	2,984,333	3,044,594	3,096,572	3,175,657	3,231,453	3,298,299	3,403,645
Operating Result from Continuing Operations	1,572,016	1,525,248	1,383,766	1,418,978	1,483,527	1,565,514	1,659,070	1,729,951	1,827,529	1,918,852	1,943,934
Net Operating Result for the Year	1,572,016	1,525,248	1,383,766	1,418,978	1,483,527	1,565,514	1,659,070	1,729,951	1,827,529	1,918,852	1,943,934
Net Operating Result before Grants and Contributions provided for											
Capital Purposes	1,497,867	1,448,801	1,305,270	1,338,441	1,400,976	1,480,899	1,572,340	1,641,053	1,736,409	1,825,454	1,848,201



No SRV Scenario – Sewer

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

FINANCIAL POSITION - SEWER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash equivalents	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257
Receivables	178,390	182,850	187,421	192,107	196,909	201,832	206,878	212,050	217,351	222,785	228,354
Total Current Assets	16,624,365	14,297,288	15,037,553	16,985,616	17,711,968	20,261,599	21,080,721	23,801,278	24,705,361	27,624,058	28,592,611
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
Total Non-Current Assets	63,191,650	67,043,976	67,687,477	67,158,391	67,915,566	66,931,449	67,771,396	66,780,791	67,704,238	66,704,392	67,679,773
TOTAL ASSETS	79,816,016	81,341,264	82,725,030	84,144,008	85,627,534	87,193,048	88,852,118	90,582,069	92,409,598	94,328,450	96,272,385
LIABILITIES											
Current Liabilities											
Employee benefit provision	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Current Liabilities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Non-Current Liabilities											
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Net Assets	79,812,016	81,337,264	82,721,030	84,140,008	85,623,534	87,189,048	88,848,118	90,578,069	92,405,598	94,324,450	96,268,385
EQUITY											
Retained Earnings	29,997,016	31,522,264	32,906,030	34,325,008	35,808,534	37,374,048	39,033,118	40,763,069	42,590,598	44,509,450	46,453,385
Revaluation Reserves	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000	49,815,000



No SRV Scenario – Sewer

Council Equity Interest	79,812,016	81,337,264	82,721,030	84,140,008	85,623,534	87,189,048	88,848,118	90,578,069	92,405,598	94,324,450	96,268,385
Total Equity	79,812,016	81,337,264	82,721,030	84,140,008	85,623,534	87,189,048	88,848,118	90,578,069	92,405,598	94,324,450	96,268,385



No SRV Scenario – Sewer

Gunnedah Shire Council
10 Year Financial Plan for the Years ending 30 June
2035

CASH FLOW STATEMENT - SEWER FUND

Scenario: No SRV Model - Reduced Services	Projected Years										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	2,605,663	2,670,815	2,737,585	2,806,025	2,876,175	2,948,080	3,021,782	3,097,326	3,174,759	3,254,128	3,335,482
User Charges & Fees	979,388	972,937	997,261	1,022,192	1,047,747	1,073,941	1,100,789	1,128,309	1,156,517	1,185,430	1,215,066
Interest Received	626,135	521,005	423,846	387,452	421,828	462,925	504,778	548,474	592,919	639,437	655,423
Grants & Contributions	105,637	108,723	111,578	114,446	117,307	120,240	123,246	126,327	129,485	132,722	136,041
Payments:											
Payments to Employees	(200,790)	(206,761)	(212,896)	(218,218)	(223,673)	(229,265)	(234,997)	(240,872)	(246,894)	(253,066)	(259,393)
Payments for materials and services	(912,179)	(963,342)	(999,505)	(1,036,469)	(1,086,782)	(1,114,494)	(1,156,656)	(1,199,324)	(1,243,551)	(1,270,896)	(1,317,920)
Other	(548,956)	(549,780)	(561,110)	(571,058)	(581,270)	(591,754)	(602,517)	(613,566)	(624,909)	(636,555)	(660,107)
Net Cash provided (or used in) Operating Activities	2,654,898	2,553,597	2,496,760	2,504,370	2,571,332	2,669,672	2,756,425	2,846,675	2,938,327	3,051,200	3,104,591
Cash Flows from Investing Activities											
Receipts:											
Sale of Investments	474,025	2,331,537	-	-	-	-	-	-	-	-	-
Payments:											
Acquisitions of Term Deposits	-	-	(635,694)	(1,943,378)	(721,549)	(2,544,708)	(814,076)	(2,715,385)	(898,781)	(2,913,264)	(962,984)
Payments for IPPE	-	-	-	-	-	-	-	-	-	-	-
Net Cash flows from Investing Activities	(2,354,898)	(2,553,597)	(2,396,760)	(2,504,370)	(2,571,332)	(2,669,672)	(2,756,425)	(2,846,675)	(2,938,327)	(3,051,200)	(3,104,591)
Cash Flows from Financing Activities											
Receipts:											
Payments:											
Net Cash Flows from Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net change in Cash & Cash Equivalents	300,000	-	100,000	-	-	-	-	-	-	-	-



No SRV Scenario – Sewer

Cash and Cash Equivalents at beginning of year	200,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Cash & Cash Equivalents at end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Cash & Cash Equivalents - end of the year	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Investments - end of the year	15,945,975	13,614,438	14,250,132	16,193,510	16,915,059	19,459,767	20,273,844	22,989,228	23,888,010	26,801,273	27,764,257
Cash, Cash Equivalents & Investments - end of the year	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257
Representing:											
- External Restrictions	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	16,445,975	14,114,438	14,850,132	16,793,510	17,515,059	20,059,767	20,873,844	23,589,228	24,488,010	27,401,273	28,364,257



Gunnedah
Shire Council

