

BOGAN SHIRE COUNCIL

GENERAL FUND STRATEGIC RESOURCE PLAN

Income Statement

For the years ending 30 June 2014 - 2025

	Actual	Actual	Revised	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	12/13	13/14	Budget	Budget	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenues from ordinary activities													
Rates and Access Charge	2,837	2,513	2,675	2,708	2,773	2,840	2,908	2,977	3,049	3,122	3,197	3,274	3,352
Infrastructure Levy (Addit Rates)				-	42	43	44	45	46	47	48	49	50
Waste Management		474	502	628	645	662	680	699	717	737	757	777	798
Operating grants and contributions	2,408	1,117	1,150	862	888	915	942	971	1,000	1,030	1,061	1,092	1,125
FAG's & RLR	2,885	1,637	3,344	3,545	3,757	3,982	4,220	4,473	4,607	4,745	4,887	5,034	5,185
R2R Grants	690	942	930	942	624	624	624	740	851	876	901	876	951
Non recurrent grants	83	143	-	-	-	-	-	-	-	-	-	-	-
User charges	1,622	3,586	3,593	3,294	3,393	3,495	3,599	3,707	3,819	3,933	4,051	4,173	4,298
Interest	216	165	190	120	137	178	167	160	152	146	145	144	141
Childcare Revenue/other	90	40	-	-	388	478	703	722	742	762	782	803	825
Profit from sale of assets	198	-	55	-	-	-	-	-	-	-	-	-	-
Total revenues	11,029	10,617	12,439	12,099	12,646	13,216	13,888	14,494	14,982	15,397	15,829	16,222	16,726
Expenses from ordinary activities													
Employee costs	4,798	4,780	4,306	4,215	4,329	4,446	4,566	4,689	4,816	4,946	5,079	5,216	5,357
Efficiency Savings & Int Admin			(50)	-	(127)	(152)	(152)	(153)	(155)	(156)	(158)	(160)	(161)
Materials and consumables	657	433	1,778	1,731	1,782	1,836	1,891	1,948	2,006	2,066	2,128	2,192	2,258
Maintenance of Infrastructure	2,200	2,330	2,330	2,447	2,569	2,697	2,832	2,974	3,122	3,279	3,442	3,615	3,795
Borrowing costs	1	-	-	-	77	75	73	70	68	65	62	59	56
Depreciation and amortisation	2,453	2,882	3,067	3,067	3,076	3,129	3,182	3,236	3,295	3,355	3,412	3,470	3,530
Childcare Exp / other				-	368	454	668	686	705	724	743	763	784
Other	1,520	1,383	925	1,123	1,153	1,184	1,216	1,249	1,283	1,318	1,353	1,390	1,427
Savings from Rural Council Options		-	-	-	(90)	(155)	(210)	(216)	(223)	(249)	(277)	(335)	(370)
Total expenses	11,629	11,808	12,356	12,582	13,139	13,514	14,067	14,483	14,917	15,346	15,786	16,211	16,676
Net surplus (deficit) from operations	(600)	(1,191)	83	(483)	(493)	(298)	(179)	11	65	51	43	11	50
Movements in equity													
Net increase (decrease) in asset revaluation reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in accumulated surplus on adoption of new Accounting Standard	-	-	-	-	-	-	-	-	-	-	-	-	-
Total changes in equity	(600)	(1,191)	83	(483)	(493)	(298)	(179)	11	65	51	43	11	50

**BOGAN SHIRE COUNCIL
GENERAL FUND STRATEGIC RESOURCE PLAN**

Balance Sheet

As at 30 June 2014 - 2025

	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets													
Cash assets	5,680	3,856	3,974	4,562	5,944	5,582	5,335	5,072	4,860	4,832	4,787	4,701	4,644
Receivables	478	818	940	480	370	380	390	401	412	423	435	447	459
Inventories & Other	410	248	410	410	-	-	-	-	-	-	-	-	-
Total current assets	6,568	4,922	5,324	5,452	6,314	5,962	5,725	5,473	5,272	5,255	5,222	5,148	5,103
Non-current assets													
Investment in associate	70	66	66	66	66	66	66	66	66	66	66	66	66
Land inventory	-	-	-	-	-	-	-	-	-	-	-	-	-
Property, Infrastructure, plant and equipment	184,448	169,318	168,975	168,364	168,374	168,386	168,399	168,614	168,830	168,846	168,867	168,894	168,927
Receivables	39	-	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	184,557	169,384	169,041	168,430	168,440	168,452	168,465	168,680	168,896	168,912	168,933	168,960	168,993
Total assets	191,125	174,306	174,365	173,882	174,754	174,413	174,190	174,153	174,168	174,167	174,155	174,108	174,096
Current liabilities													
Payables	446	385	385	385	385	385	385	385	385	385	385	385	385
Interest bearing liabilities	3	2	-	-	118	118	118	118	118	118	118	118	118
Employee benefits	1,162	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168
Provision for landfill rehabilitation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	1,611	1,555	1,553	1,553	1,671	1,671	1,671	1,671	1,671	1,671	1,671	1,671	1,671
Non-current liabilities													
Interest bearing liabilities	-	-	-	-	1,247	1,205	1,160	1,113	1,063	1,010	955	896	835
Employee benefits	57	79	57	57	57	57	57	57	57	57	57	57	57
Provision for landfill rehabilitation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	57	79	57	57	1,304	1,262	1,217	1,170	1,120	1,067	1,012	953	892
Total liabilities	1,668	1,634	1,610	1,610	2,975	2,932	2,888	2,840	2,791	2,738	2,682	2,624	2,562
Net assets	189,457	172,672	172,755	172,272	171,779	171,481	171,302	171,313	171,378	171,429	171,473	171,484	171,534
Equity													
Accumulated surplus	128,234	127,044	127,127	126,644	126,151	125,853	125,674	125,685	125,750	125,801	125,845	125,856	125,906
Asset revaluation reserve	61,232	45,628	45,628	45,628	45,628	45,628	45,628	45,628	45,628	45,628	45,628	45,628	45,628
Other reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Total equity	189,466	172,672	172,755	172,272	171,779	171,481	171,302	171,313	171,378	171,429	171,473	171,484	171,534

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BOGAN SHIRE COUNCIL													
GENERAL FUND STRATEGIC RESOURCE PLAN													
Cash Flows of Statement													
	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities													
Receipts from customers	4,009	6,272	6,648	7,090	6,963	7,029	7,221	7,418	7,620	7,828	8,041	8,261	8,486
Payments to suppliers	(9,176)	(8,926)	(9,289)	(9,515)	(9,985)	(10,310)	(10,812)	(11,177)	(11,555)	(11,926)	(12,312)	(12,682)	(13,090)
Net cash inflow (outflow) from customers/suppliers	(5,167)	(2,654)	(2,641)	(2,425)	(3,023)	(3,281)	(3,591)	(3,759)	(3,935)	(4,099)	(4,270)	(4,421)	(4,604)
Interest received	216	165	190	120	137	178	167	160	152	146	145	144	141
Government receipts	6,066	3,839	5,424	5,349	5,269	5,521	5,786	6,183	6,458	6,651	6,849	7,002	7,261
Other	288	40	55	-	388	478	703	722	742	762	782	803	825
Changes in Liabilities	-	(33)	(22)	-	(0)	0	-	-	(0)	0	-	-	-
Changes in other assets	-	166	(162)	-	410	-	-	-	-	-	-	-	-
Net cash inflow (outflow) from operating activities	1,403	1,523	2,844	3,044	3,181	2,895	3,065	3,306	3,417	3,460	3,506	3,529	3,624
Cash flows from investing activities													
Proceeds from the Sale of Lease	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments for property, plant and equipment	(3,939)	(3,355)	(2,724)	(2,456)	(3,086)	(3,140)	(3,195)	(3,452)	(3,511)	(3,371)	(3,433)	(3,497)	(3,563)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow (outflow) from investing activities	(3,939)	(3,355)	(2,724)	(2,456)	(3,086)	(3,140)	(3,195)	(3,452)	(3,511)	(3,371)	(3,433)	(3,497)	(3,563)
Cash flows from financing activities													
Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	1,405	-	-	-	-	-	-	-	-
Repayment of borrowings	-	(1)	(2)	-	(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow (outflow) from financing activities	-	(1)	(2)	-	1,288	(118)	(118)	(118)	(118)	(118)	(118)	(118)	(118)
Net increase (decrease) in cash held	(2,536)	(1,833)	119	588	1,382	(362)	(247)	(263)	(211)	(29)	(45)	(86)	(57)
Cash at the beginning of the year	8,225	5,689	3,856	3,974	4,562	5,944	5,582	5,335	5,072	4,860	4,832	4,787	4,701
Cash at the end of the year	5,689	3,856	3,974	4,562	5,944	5,582	5,335	5,072	4,860	4,832	4,787	4,701	4,644
Reconciliation of Operating Result and Net Cash Flows from Operating Activities													
<i>For the year ending 30 June</i>													
Net surplus (deficit) from operations	(600)	(1,191)	83	(483)	(493)	(298)	(179)	11	65	51	43	11	50
Depreciation and amortisation	2,453	2,882	3,067	3,067	3,076	3,129	3,182	3,236	3,295	3,355	3,412	3,470	3,530
(Profit) Loss on sale of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Net movement in operating assets and liabilities	(450)	(168)	(306)	460	597	65	62	60	57	54	50	47	44
Net cash inflow (outflow) from operating activities	1,403	1,523	2,844	3,044	3,181	2,895	3,065	3,306	3,417	3,460	3,506	3,529	3,624
Cash Resourcing													
Cash Assets	5,689	3,856	3,974	4,562	5,944	5,582	5,335	5,072	4,860	4,832	4,787	4,701	4,644
Less Bank Overdraft at the end of the year	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash at the end of the year	5,689	3,856	3,974	4,562	5,944	5,582	5,335	5,072	4,860	4,832	4,787	4,701	4,644

	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Capital Works Areas	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure	3,939	3,355	2,724	1,179	1,214	1,251	1,288	1,327	1,367	1,408	1,450	1,493	1,538
Additional Renewals	-	-	-	330	1,300	1,300	1,300	1,500	1,500	1,300	1,300	1,300	1,300
Plant	-	-	-	768	791	814	839	864	890	916	944	972	1,001
New Works	-	-	-	3,747	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Total Capital Works	3,939	3,355	2,724	6,023	4,335	4,426	4,520	4,816	4,916	4,818	4,924	5,032	5,144
Less Capital Funding				(3,567)	(1,248)	(1,286)	(1,324)	(1,364)	(1,405)	(1,447)	(1,491)	(1,535)	(1,581)
Nett capital works	3,939	3,355	2,724	2,456	3,086	3,140	3,195	3,452	3,511	3,371	3,433	3,497	3,563
Represented by:													
Renewal	-	3,355	2,724	2,276	3,305	3,365	3,427	3,691	3,756	3,624	3,694	3,766	3,839
FFTF Renewals													
Upgrade		-											
New assets		-	-	3,747	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Less Capital Funding		-	-	(3,567)	(1,248)	(1,286)	(1,324)	(1,364)	(1,405)	(1,447)	(1,491)	(1,535)	(1,581)
Total capital works	-	3,355	2,724	2,456	3,086	3,140	3,195	3,452	3,511	3,371	3,433	3,497	3,563

	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Property, Plant & Equipment movement	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Reconciliation Worksheet	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
The movement between the previous year and the current year in property, plant and equipment as shown in the Statement of Financial Position links to the net of the following items:													
Opening Property Plant & Equipment	188,017	188,018	175,769	178,493	180,949	184,035	187,175	190,370	193,822	197,333	200,704	204,137	207,634
Total capital works	-	3,355	2,724	2,456	3,086	3,140	3,195	3,452	3,511	3,371	3,433	3,497	3,563
Asset revaluation movement	-	(15,604)	-	-	-	-	-	-	-	-	-	-	-
Opening Accumulated Depreciation	(3,569)	(3,569)	(6,451)	(9,518)	(12,585)	(15,661)	(18,790)	(21,972)	(25,208)	(28,503)	(31,858)	(35,270)	(38,740)
Depreciation		-2,882	-3,067	-3,067	-3,076	-3,129	-3,182	-3,236	-3,295	-3,355	-3,412	-3,470	-3,530
Written down value of assets sold		-	-	-	-	-	-	-	-	-	-	-	-
Total Property, Plant and Equipment	184,448	169,318	168,975	168,364	168,374	168,386	168,399	168,614	168,830	168,846	168,867	168,894	168,927

<i>Fit for the Future Initiatives</i>	<i>Actual</i> <i>12/13</i>	<i>Actual</i> <i>13/14</i>	<i>Budget</i> <i>14/15</i>	<i>Budget</i> <i>15/16</i>	<i>Forecast</i> <i>16/17</i>	<i>Forecast</i> <i>17/18</i>	<i>Forecast</i> <i>18/19</i>	<i>Forecast</i> <i>19/20</i>	<i>Forecast</i> <i>20/21</i>	<i>Forecast</i> <i>21/22</i>	<i>Forecast</i> <i>22/23</i>	<i>Forecast</i> <i>23/24</i>	<i>Forecast</i> <i>24/25</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Income & Savings													
Infrastructure Levy	1.5%				42	43	44	45	46	47	48	49	50
Additional FAG's				200	212	225	238	253					
R2R			930	942	624	624	624	740	851	876	901	876	851
Internal Admin Charges			50	52	52	52	52	53	55	56	58	60	61
Savings from Rural Council Options				-	90	155	210	216	223	249	277	335	370
Efficiency Savings				50	75	100	100	100	100	100	100	100	100
Childcare Income				196	388	478	703	722	742	762	782	803	825
Expenditure													
Increases in Infrastructure Maintenance	2%			47	49	51	54	57	59	62	66	69	72
Asset Renewal	50%			330	1,300	1,300	1,300	1,500	1,500	1,300	1,300	1,300	1,300
Addressing Backlog	42%												
All New Works	58%			-	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Childcare Expenditure	95%			186	368	454	668	686	705	724	743	763	784

Assumptions	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Wage Increases	2.7%			103%	103%	103%	103%	103%	103%	103%	103%	103%	103%
Rate Increases	2.7%		1.023	1.024	1.027	1.027	1.027	1.027	1.027	1.027	1.027	1.027	1.027
Infrastructure Levy	1.5%				1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
CPI	3%		103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%
Interest Rates			3.7%	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Receivables Collection	80%	87%	85%	92%	94%	94%	94%	94%	94%	94%	94%	94%	94%
Depreciation on all Assets	1.0%	1.0%	1.0%	1.6%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
No of Assessments	1006	1011	1014	1017	1020	1023	1026	1029	1032	1036	1039	1042	1045
Growth	0.5%	0.5%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Asset reval increments		78											
Population	0.5%	3023	3038	3053	3069	3084	3099	3115	3130	3146	3162	3178	3193
Cap Works / Depreciation	161%	116%	89%	80%	100%	100%	100%	107%	107%	100%	101%	101%	101%
Asset Renewals (Build & Inf)	963	1,196	1,362	1,509	2,514	2,551	2,588	2,827	2,867	2,708	2,750	2,793	2,838
Depreciation (Build & Inf)	1,855	2,190	2,197	2,189	2,189	2,189	2,189	2,192	2,195	2,195	2,195	2,196	2,196
Deprn on B&I as % of Assets			1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
% of Renewals which are spent on Build and Inf	50%	42%	50%	60%	60%	60%	60%	60%	60%	60%	63%	65%	65%
% of Deprn for Build and infr	76%	76%	72%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Est Cost to bring Assets to Satisfactory condition	2,505	2,663	2,270	2,958	2,751	2,547	2,345	1,945	1,550	1,359	1,168	977	787
WDV of Infrastructure, buidings and Depr land imp	97,156	90,065	96,316	95,968	95,973	95,980	95,987	96,110	96,233	96,242	96,254	96,269	96,288
% of Total Prop Plant & Inf		53%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%
% of FFTF Initiatives spent on Maintenance	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
% of FFTF Initiatives spent on Renewals	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
Actual asset Maintenance	2,200	2,330	2,330	2,447	2,569	2,697	2,832	2,974	3,122	3,279	3,442	3,615	3,795
Required asset Maintenance	3123	2692	2773	2856	2942	3030	3121	3214	3311	3410	3512	3618	3726
% Asset Maint of total Wages and M&C	40%	45%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Childcare Places				13	25	30	43	43	43	43	43	43	43
Childcare Rates				81	83	85	88	90	93	95	98	100	103
% Occupancy	80%			80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Days of Operation	233			233	233	233	233	233	233	233	233	233	233
Savings from Rural Council Options													
Option 1 - Resource Sharing	0%			0	5	18	19	19	20	20	21	21	22
Option 2 - Shared admin	0%			0	0	0	0	0	0	0	0	0	0
Option 3 - Specialty Services	0%			0	5	5	5	5	6	6	6	6	6
Option 4 - Streamlined Governance	0%			0	5	5	5	5	6	6	6	6	6
Option 5 Streamlined planning, reporting and regulatio	0%			0	20	21	21	22	23	23	24	25	25
Option 6 - Service Review	0%			0	55	107	160	164	169	194	220	276	310
Total		0	0	0	90	155	210	216	223	249	277	335	370

Fit For the Future Ratios	Actual	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Performance Result	-0.062	-0.127	0.007	-0.040	-0.039	-0.023	-0.013	0.001	0.004	0.003	0.003	0.001	0.003
Benchmark	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Own Source Revenue Result	45%	64%	56%	56%	58%	58%	58%	57%	57%	57%	57%	57%	57%
Benchmark	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
Infrastructure Asset Renewal Result	52%	55%	62%	69%	115%	117%	118%	129%	131%	123%	125%	127%	129%
Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Infrastructure Backlog Ratio	2.58%	2.96%	2.36%	3.08%	2.87%	2.65%	2.44%	2.02%	1.61%	1.41%	1.21%	1.02%	0.82%
Benchmark	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Asset Maintenance Ratio	70.5%	86.6%	84.0%	85.7%	87.3%	89.0%	90.8%	92.5%	94.3%	96.1%	98.0%	99.9%	101.9%
Benchmark	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Debt Service Ratio	0.00%	0.01%	0.02%	0.00%	0.93%	0.89%	0.85%	0.81%	0.78%	0.76%	0.74%	0.72%	0.70%
Benchmark	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Debtors over Income Ratio	4.33%	7.71%	7.56%	3.97%	2.93%	2.88%	2.81%	2.77%	2.75%	2.75%	2.75%	2.75%	2.74%
Real Expenditure per Capita	3,966	3,906	3,945	4,117	3,908	3,879	3,897	3,873	3,850	3,823	3,796	3,762	3,735
Cash Expense Cover Ratio	7.43	5.18	5.13	5.75	7.06	6.42	5.86	5.39	5.00	4.81	4.62	4.41	4.22
Benchmark	3	3	3	3	3	3	3	3	3	3	3	3	3
Working Capital Ratio	4.1	3.2	3.4	3.5	3.8	3.6	3.4	3.3	3.2	3.1	3.1	3.1	3.1
Benchmark	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Total expenses	11,629	11,808	12,356	12,582	13,139	13,514	14,067	14,483	14,917	15,346	15,786	16,211	16,676
Population	3,020	3,023	3,038	3,053	3,069	3,084	3,099	3,115	3,130	3,146	3,162	3,178	3,193



















