

**BOGAN SHIRE COUNCIL
CONSOLIDATED STRATEGIC RESOURCE PLAN**

Income Statement

For the years ending 30 June 2014 - 2025

| | Actual 12/13 \$'000 | Actual 13/14 \$'000 | Projected 14/15 \$'000 | Budget 15/16 \$'000 | Forecast 16/17 \$'000 | Forecast 17/18 \$'000 | Forecast 18/19 \$'000 | Forecast 19/20 \$'000 | Forecast 20/21 \$'000 | Forecast 21/22 \$'000 | Forecast 22/23 \$'000 | Forecast 23/24 \$'000 | Forecast 24/25 \$'000 |
|---|---------------------------|---------------------------|------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Revenues from ordinary activities | | | | | | | | | | | | | |
| Rates and Access Charge | 3,806 | 3,647 | 3,811 | 3,927 | 4,017 | 4,110 | 4,204 | 4,301 | 4,400 | 4,502 | 4,606 | 4,713 | 4,822 |
| Infrastructure Levy | - | - | - | - | 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 | 2,427 | 1,145 | 1,167 | 873 | 899 | 925 | 953 | 982 | 1,011 | 1,042 | 1,073 | 1,105 | 1,138 |
| 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 | 2,766 | 4,744 | 4,673 | 4,543 | 4,670 | 4,801 | 4,936 | 5,075 | 5,218 | 5,365 | 5,516 | 5,672 | 5,832 |
| Interest | 324 | 280 | 274 | 240 | 236 | 239 | 231 | 225 | 220 | 215 | 213 | 210 | 205 |
| Other Revenue | 181 | 166 | 58 | 15 | 395 | 485 | 710 | 729 | 749 | 769 | 789 | 811 | 832 |
| Profit from sale of assets | 198 | - | 55 | - | - | - | - | - | - | - | - | - | - |
| Total revenues | 13,360 | 13,178 | 14,814 | 14,712 | 15,284 | 15,871 | 16,602 | 17,269 | 17,819 | 18,297 | 18,790 | 19,246 | 19,813 |
| Expenses from ordinary activities | | | | | | | | | | | | | |
| Employee costs | 5,097 | 5,132 | 4,685 | 4,624 | 4,749 | 4,877 | 5,009 | 5,144 | 5,283 | 5,426 | 5,572 | 5,722 | 5,877 |
| Efficiency Savings & Int Admin | - | - | (50) | - | (127) | (152) | (152) | (153) | (155) | (156) | (158) | (160) | (161) |
| Materials and consumables | 1,357 | 1,517 | 2,766 | 2,997 | 3,087 | 3,180 | 3,275 | 3,373 | 3,475 | 3,579 | 3,686 | 3,797 | 3,911 |
| Maintenance of Infrastructure | 2,600 | 2,762 | 2,775 | 2,765 | 2,897 | 3,035 | 3,180 | 3,332 | 3,491 | 3,659 | 3,834 | 4,018 | 4,211 |
| Borrowing costs | 1 | - | - | - | 77 | 75 | 73 | 70 | 68 | 65 | 62 | 59 | 56 |
| Depreciation and amortisation | 2,953 | 3,384 | 3,582 | 3,583 | 3,374 | 3,442 | 3,499 | 3,557 | 3,620 | 3,684 | 3,746 | 3,810 | 3,874 |
| Int Admin Charges | - | - | - | - | 393 | 480 | 695 | 713 | 733 | 753 | 773 | 794 | 816 |
| Other | 1,567 | 1,475 | 975 | 1,145 | 1,176 | 1,208 | 1,240 | 1,274 | 1,308 | 1,343 | 1,380 | 1,417 | 1,455 |
| Savings from Rural Council Options | - | - | - | - | (90) | (155) | (210) | (216) | (223) | (249) | (277) | (335) | (370) |
| Total expenses | 10,975 | 14,270 | 14,733 | 15,114 | 15,537 | 15,989 | 16,609 | 17,095 | 17,600 | 18,102 | 18,619 | 19,122 | 19,668 |
| Net surplus (deficit) from operations | 2,385 | (1,092) | 81 | (402) | (253) | (118) | (7) | 174 | 219 | 195 | 171 | 123 | 145 |
| 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 | 2,385 | (1,092) | 81 | (402) | (253) | (118) | (7) | 174 | 219 | 195 | 171 | 123 | 145 |

**BOGAN SHIRE COUNCIL
CONSOLIDATED STRATEGIC RESOURCE PLAN**

Balance Sheet

As at 30 June 2014 - 2015

| | <i>Actual</i> | <i>Actual</i> | <i>Projected</i> | <i>Budget</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> |
|---|----------------|----------------|------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | <i>12/13</i> | <i>13/14</i> | <i>14/15</i> | <i>15/16</i> | <i>16/17</i> | <i>17/18</i> | <i>18/19</i> | <i>19/20</i> | <i>20/21</i> | <i>21/22</i> | <i>22/23</i> | <i>23/24</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> |
| <i>Current assets</i> | | | | | | | | | | | | | |
| Cash assets | 8,522 | 7,324 | 7,146 | 7,696 | 8,136 | 7,856 | 7,682 | 7,486 | 7,333 | 7,254 | 7,146 | 6,984 | 6,837 |
| Receivables | 1,030 | 1,267 | 1,383 | 974 | 874 | 895 | 917 | 939 | 962 | 986 | 1,010 | 1,034 | 1,060 |
| Inventories & Other | 410 | 248 | 410 | 410 | - | - | - | - | - | - | - | - | - |
| Total current assets | 9,962 | 8,839 | 8,939 | 9,080 | 9,011 | 8,751 | 8,599 | 8,425 | 8,295 | 8,239 | 8,156 | 8,019 | 7,896 |
| <i>Non-current assets</i> | | | | | | | | | | | | | |
| Investment in associate | 70 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 |
| Land inventory | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Property, Infrastructure, plant and equipment | 205,074 | 190,114 | 190,071 | 189,528 | 190,709 | 190,808 | 190,908 | 191,210 | 191,509 | 191,706 | 191,906 | 192,108 | 192,313 |
| Receivables | 131 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total non-current assets | 205,275 | 190,180 | 190,137 | 189,594 | 190,775 | 190,874 | 190,974 | 191,276 | 191,575 | 191,772 | 191,972 | 192,174 | 192,379 |
| Total assets | 215,237 | 199,019 | 199,076 | 198,674 | 199,786 | 199,625 | 199,574 | 199,701 | 199,869 | 200,012 | 200,128 | 200,192 | 200,276 |
| <i>Current liabilities</i> | | | | | | | | | | | | | |
| Payables | 452 | 391 | 391 | 391 | 391 | 391 | 391 | 391 | 391 | 391 | 391 | 391 | 391 |
| 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 | 1,617 | 1,561 | 1,559 | 1,559 | 1,677 | 1,677 | 1,677 | 1,677 | 1,677 | 1,677 | 1,677 | 1,677 | 1,677 |
| <i>Non-current liabilities</i> | | | | | | | | | | | | | |
| 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 | 1,674 | 1,640 | 1,616 | 1,616 | 2,981 | 2,938 | 2,894 | 2,846 | 2,797 | 2,744 | 2,688 | 2,630 | 2,568 |
| Net assets | 213,563 | 197,379 | 197,460 | 197,058 | 196,805 | 196,687 | 196,680 | 196,854 | 197,073 | 197,268 | 197,439 | 197,563 | 197,708 |
| <i>Equity</i> | | | | | | | | | | | | | |
| Accumulated surplus | 141,724 | 140,759 | 140,840 | 140,438 | 140,185 | 140,067 | 140,060 | 140,234 | 140,453 | 140,648 | 140,819 | 140,943 | 141,088 |
| Asset revaluation reserve | 72,224 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 | 56,620 |
| Other reserves | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total equity | 213,948 | 197,379 | 197,460 | 197,058 | 196,805 | 196,687 | 196,680 | 196,854 | 197,073 | 197,268 | 197,439 | 197,563 | 197,708 |

DIFF

**BOGAN SHIRE COUNCIL
CONSOLIDATED STRATEGIC RESOURCE PLAN**

Cash Flows of Statement

| | <i>Actual</i> | <i>Actual</i> | <i>Projected</i> | <i>Budget</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> |
|--|----------------|----------------|------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | <i>12/13</i> | <i>13/14</i> | <i>14/15</i> | <i>15/16</i> | <i>16/17</i> | <i>17/18</i> | <i>18/19</i> | <i>19/20</i> | <i>20/21</i> | <i>21/22</i> | <i>22/23</i> | <i>23/24</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> |
| <i>Cash flows from operating activities</i> | | | | | | | | | | | | | |
| Receipts from customers | 5,631 | 8,667 | 8,869 | 9,508 | 9,474 | 9,595 | 9,843 | 10,097 | 10,359 | 10,627 | 10,903 | 11,186 | 11,476 |
| Payments to suppliers | (10,622) | (10,886) | (11,151) | (11,531) | (12,085) | (12,472) | (13,037) | (13,467) | (13,913) | (14,354) | (14,810) | (15,254) | (15,738) |
| Net cash inflow (outflow) from customers/suppliers | (4,991) | (2,219) | (2,282) | (2,023) | (2,612) | (2,877) | (3,194) | (3,370) | (3,554) | (3,727) | (3,908) | (4,068) | (4,261) |
| Interest received | 324 | 280 | 274 | 240 | 236 | 239 | 231 | 225 | 220 | 215 | 213 | 210 | 205 |
| Government receipts | 6,085 | 3,867 | 5,441 | 5,359 | 5,279 | 5,531 | 5,797 | 6,194 | 6,469 | 6,663 | 6,861 | 7,015 | 7,274 |
| Other | 379 | 166 | 113 | 15 | 395 | 485 | 710 | 729 | 749 | 769 | 789 | 811 | 832 |
| Changes in Liabilities | - | (33) | (22) | - | (0) | 0 | - | - | (0) | 0 | - | - | - |
| Changes in other assets | - | 166 | (162) | - | 410 | - | - | - | - | - | - | - | - |
| Net cash inflow (outflow) from operating activities | 1,797 | 2,227 | 3,362 | 3,591 | 3,708 | 3,378 | 3,543 | 3,779 | 3,884 | 3,920 | 3,956 | 3,967 | 4,050 |
| <i>Cash flows from investing activities</i> | | | | | | | | | | | | | |
| Proceeds from the Sale of Lease | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from sale of property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Payments for property, plant and equipment | (3,939) | (4,545) | (3,539) | (3,040) | (4,556) | (3,540) | (3,600) | (3,859) | (3,919) | (3,882) | (3,946) | (4,012) | (4,080) |
| Other | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash inflow (outflow) from investing activities | (3,939) | (4,545) | (3,539) | (3,040) | (4,556) | (3,540) | (3,600) | (3,859) | (3,919) | (3,882) | (3,946) | (4,012) | (4,080) |
| <i>Cash flows from financing activities</i> | | | | | | | | | | | | | |
| 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 | (2,142) | (2,319) | (178) | 550 | 440 | (280) | (174) | (197) | (153) | (79) | (107) | (162) | (147) |
| Cash at the beginning of the year | 11,785 | 9,643 | 7,324 | 7,146 | 7,696 | 8,136 | 7,856 | 7,682 | 7,486 | 7,333 | 7,254 | 7,146 | 6,984 |
| Cash at the end of the year | 9,643 | 7,324 | 7,146 | 7,696 | 8,136 | 7,856 | 7,682 | 7,486 | 7,333 | 7,254 | 7,146 | 6,984 | 6,837 |

**BOGAN SHIRE COUNCIL
CONSOLIDATED STRATEGIC RESOURCE PLAN**

Cash Flows of Statement (continued)

| | Actual 12/13 \$'000 | Actual 13/14 \$'000 | Projected 14/15 \$'000 | Budget 15/16 \$'000 | Forecast 16/17 \$'000 | Forecast 17/18 \$'000 | Forecast 18/19 \$'000 | Forecast 19/20 \$'000 | Forecast 20/21 \$'000 | Forecast 21/22 \$'000 | Forecast 22/23 \$'000 | Forecast 23/24 \$'000 | Forecast 24/25 \$'000 |
|---|---------------------------|---------------------------|------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <u>Reconciliation of Operating Result and Net Cash Flows from Operating Activities</u> | | | | | | | | | | | | | |
| <u>For the year ending 30 June</u> | | | | | | | | | | | | | |
| Net surplus (deficit) from operations | (215) | (1,092) | 81 | (402) | (253) | (118) | (7) | 174 | 219 | 195 | 171 | 123 | 145 |
| Depreciation and amortisation | 2,953 | 3,384 | 3,582 | 3,583 | 3,374 | 3,442 | 3,499 | 3,557 | 3,620 | 3,684 | 3,746 | 3,810 | 3,874 |
| (Profit) Loss on sale of property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Net movement in operating assets and liabilities | (941) | (65) | (301) | 410 | 587 | 54 | 51 | 48 | 45 | 42 | 38 | 34 | 30 |
| Net cash inflow (outflow) from operating activities | 1,797 | 2,227 | 3,362 | 3,591 | 3,708 | 3,378 | 3,543 | 3,779 | 3,884 | 3,920 | 3,956 | 3,967 | 4,050 |
| <u>Cash Resourcing</u> | | | | | | | | | | | | | |
| Cash Assets | 9,643 | 7,324 | 7,146 | 7,696 | 8,136 | 7,856 | 7,682 | 7,486 | 7,333 | 7,254 | 7,146 | 6,984 | 6,837 |
| Less Bank Overdraft at the end of the year | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | 9,643 | 7,324 | 7,146 | 7,696 | 8,136 | 7,856 | 7,682 | 7,486 | 7,333 | 7,254 | 7,146 | 6,984 | 6,837 |

| | Actual 12/13 | Actual 13/14 | Projected 14/15 | Budget 15/16 | Forecast 16/17 | Forecast 17/18 | Forecast 18/19 | Forecast 19/20 | Forecast 20/21 | Forecast 21/22 | Forecast 22/23 | Forecast 23/24 | Forecast 24/25 |
|---------------------------|-----------------|-----------------|--------------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Works Areas | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Infrastructure | 3,939 | 4,545 | 3,539 | 1,813 | 2,683 | 1,651 | 1,693 | 1,733 | 1,775 | 1,918 | 1,963 | 2,008 | 2,055 |
| Additional Renewals | - | - | - | 330 | 1,300 | 1,300 | 1,300 | 1,500 | 1,500 | 1,300 | 1,300 | 1,300 | 1,300 |
| Addressing Backlog | - | - | - | 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 | 4,545 | 3,539 | 6,657 | 5,804 | 4,826 | 4,924 | 5,223 | 5,324 | 5,329 | 5,436 | 5,547 | 5,661 |
| Less Capital Funding | - | 1,190 | 815 | (2,983) | 221 | (885) | (920) | (958) | (996) | (936) | (978) | (1,020) | (1,064) |
| Nett capital works | 7,878 | 10,280 | 7,892 | 10,332 | 11,829 | 8,767 | 8,928 | 9,488 | 9,652 | 9,721 | 9,895 | 10,074 | 10,258 |
| Represented by: | | | | | | | | | | | | | |
| Renewal | - | 4,545 | 3,539 | 2,566 | 4,774 | 3,765 | 3,831 | 4,097 | 4,165 | 4,135 | 4,207 | 4,280 | 4,357 |
| FFTF Renewals | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Upgrade | - | - | - | 344 | - | - | - | - | - | - | - | - | - |
| New assets | - | - | - | 3,747 | 1,030 | 1,061 | 1,093 | 1,126 | 1,159 | 1,194 | 1,230 | 1,267 | 1,305 |
| | - | - | - | (3,617) | (1,248) | (1,286) | (1,324) | (1,364) | (1,405) | (1,447) | (1,491) | (1,535) | (1,581) |
| | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Nett capital works | - | 4,545 | 3,539 | 3,040 | 4,556 | 3,540 | 3,600 | 3,859 | 3,919 | 3,882 | 3,946 | 4,012 | 4,080 |

| | Actual 12/13 | Actual 13/14 | Projected 14/15 | Budget 15/16 | Forecast 16/17 | Forecast 17/18 | Forecast 18/19 | Forecast 19/20 | Forecast 20/21 | Forecast 21/22 | Forecast 22/23 | Forecast 23/24 | Forecast 24/25 |
|---|-----------------|-----------------|--------------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Property, Plant & Equipment movement 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 | 215,261 | 215,264 | 204,205 | 207,744 | 210,784 | 215,340 | 218,880 | 222,480 | 226,338 | 230,257 | 234,139 | 238,085 | 242,097 |
| Nett capital works | - | 4,545 | 3,539 | 3,040 | 4,556 | 3,540 | 3,600 | 3,859 | 3,919 | 3,882 | 3,946 | 4,012 | 4,080 |
| Asset revaluation movement | - | (15,604) | - | - | - | - | - | - | - | - | - | - | - |
| Opening Accumulated Depreciation | (10,707) | (10,707) | (14,091) | (17,673) | (21,256) | (24,630) | (28,072) | (31,571) | (35,129) | (38,749) | (42,433) | (46,179) | (49,989) |
| Depreciation | - | (3,384) | (3,582) | (3,583) | (3,374) | (3,442) | (3,499) | (3,557) | (3,620) | (3,684) | (3,746) | (3,810) | (3,874) |
| Written down value of assets sold | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Property, Plant and Equipment | 204,554 | 190,114 | 190,071 | 189,528 | 190,709 | 190,808 | 190,908 | 191,210 | 191,509 | 191,706 | 191,906 | 192,108 | 192,313 |

Attachment 3 – Long Term Financial Plan (Consolidated Fund)

| <i>Fit for the Future Initiatives</i> | <i>Actual</i> | <i>Actual</i> | <i>Projected</i> | <i>Budget</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> | <i>Forecast</i> |
|---|---------------|---------------|------------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | <i>12/13</i> | <i>13/14</i> | <i>14/15</i> | <i>15/16</i> | <i>16/17</i> | <i>17/18</i> | <i>18/19</i> | <i>19/20</i> | <i>20/21</i> | <i>21/22</i> | <i>22/23</i> | <i>23/24</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% | | | 0 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 |
| Additional FAG's | 0.0% | | | 200 | 212 | 225 | 238 | 253 | 0 | 0 | 0 | 0 | 0 |
| R2R | 0.0% | | 930 | 942 | 624 | 624 | 624 | 740 | 851 | 876 | 901 | 876 | 851 |
| Internal Admin Charges | 0.0% | | 50 | 52 | 52 | 52 | 52 | 53 | 55 | 56 | 58 | 60 | 61 |
| Savings from Rural Council Options | 0.0% | | | 0 | 90 | 155 | 210 | 216 | 223 | 249 | 277 | 335 | 370 |
| Efficiency Savings | 0.0% | | | 50 | 75 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Childcare Income | 0.0% | | | 196 | 388 | 478 | 703 | 722 | 742 | 762 | 782 | 803 | 825 |
| Expenditure | 0.0% | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Increases in Infrastructure Maintenance | 2.0% | | | 47 | 49 | 51 | 54 | 57 | 59 | 62 | 66 | 69 | 72 |
| Asset Renewal | 50.0% | | | 330 | 1,300 | 1,300 | 1,300 | 1,500 | 1,500 | 1,300 | 1,300 | 1,300 | 1,300 |
| Addressing Backlog | 42.0% | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| All New Works | 58.0% | | | 0 | 1,030 | 1,061 | 1,093 | 1,126 | 1,159 | 1,194 | 1,230 | 1,267 | 1,305 |
| Childcare Expenditure | 95.0% | | | 186 | 368 | 454 | 668 | 686 | 705 | 724 | 743 | 763 | 784 |

| Assumptions | Actual 12/13 \$'000 | Actual 13/14 \$'000 | Projected 14/15 \$'000 | Budget 15/16 \$'000 | Forecast 16/17 \$'000 | Forecast 17/18 \$'000 | Forecast 18/19 \$'000 | Forecast 19/20 \$'000 | Forecast 20/21 \$'000 | Forecast 21/22 \$'000 | Forecast 22/23 \$'000 | Forecast 23/24 \$'000 | Forecast 23/24 \$'000 |
|--|---------------------------|---------------------------|------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Wage Increases | 2.7% | | | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% |
| Rate Increases | 2.7% | | | 2.4% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% |
| Infrastructure Levy | 1.5% | | | 0.0% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% |
| CPI | 3.0% | | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Interest Rates | | | 3.7% | 3.8% | 3.9% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| Receivables Collection | 80% | 87% | 85% | 92% | 94% | 94% | 94% | 94% | 94% | 94% | 94% | 94% | 94% |
| Depreciation on P&E | 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 | 267% | 134% | 220% | 288% | 351% | 255% | 255% | 267% | 267% | 264% | 264% | 264% | 265% |
| Asset Renewals (Build & Inf) | 963 | 1,196 | 1,769 | 2,143 | 3,983 | 2,951 | 2,993 | 3,233 | 3,275 | 3,218 | 3,263 | 3,308 | 3,355 |
| Depreciation (Build & Inf) | 1,855 | 2,190 | 2,471 | 2,464 | 2,479 | 2,481 | 2,482 | 2,486 | 2,490 | 2,492 | 2,495 | 2,497 | 2,500 |
| Depn 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 Depn for Build and infr | 63% | 65% | 69% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% |
| Est Cost to bring Assets to Satisfactory condition | 2,505 | 2,505 | 1,285 | 1,613 | 161 | -209 | -577 | -1,143 | -1,703 | -2,158 | -2,611 | -3,062 | -3,511 |
| WDV of Infrastructure, buidings and Depr land imp | 97,156 | 97,156 | 108,340 | 108,031 | 108,704 | 108,761 | 108,818 | 108,989 | 109,160 | 109,273 | 109,386 | 109,501 | 109,619 |
| % of Total Prop Plant & Inf | | 51% | 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 | 2,600 | 2,762 | 2,775 | 2,765 | 2,897 | 3,035 | 3,180 | 3,332 | 3,491 | 3,659 | 3,834 | 4,018 | 4,211 |
| Required asset Maintenance | 3123 | 2692 | 2692 | 2692 | 2692 | 2692 | 2692 | 2692 | 2692 | 2692 | 2692 | 2692 | 2692 |
| % Asset Maint of total Wages and M&C | 40% | 42% | 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 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % 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 Oprions | | | | | | | | | | | | | |
| 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 regulatic | 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 | Projected | 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 | 0.173 | -0.095 | 0.005 | -0.027 | -0.017 | -0.007 | -0.000 | 0.010 | 0.012 | 0.011 | 0.009 | 0.006 | 0.007 |
| 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 | 54% | 71% | 63% | 64% | 65% | 65% | 65% | 64% | 64% | 64% | 63% | 64% | 63% |
| Benchmark | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% | 60% |
| Infrastructure Asset Renewal Result | 52% | 55% | 72% | 87% | 161% | 119% | 121% | 130% | 132% | 129% | 131% | 132% | 134% |
| Benchmark | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Infrastructure Backlog Ratio | 2.58% | 2.58% | 1.19% | 1.49% | 0.15% | -0.19% | -0.53% | -1.05% | -1.56% | -1.97% | -2.39% | -2.80% | -3.20% |
| 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 | 83.3% | 102.6% | 103.1% | 102.7% | 107.6% | 112.7% | 118.1% | 123.8% | 129.7% | 135.9% | 142.4% | 149.2% | 156.4% |
| 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% | 0.01% | 0.00% | 0.77% | 0.74% | 0.71% | 0.68% | 0.66% | 0.64% | 0.63% | 0.61% | 0.59% |
| Benchmark | 20.00% | 20.00% | 20.00% | 20.00% | 19.00% | 19.00% | 19.00% | 19.00% | 19.00% | 19.00% | 19.00% | 19.00% | 19.00% |
| Debtors over Income Ratio | 7.71% | 9.61% | 9.34% | 6.62% | 5.72% | 5.64% | 5.52% | 5.44% | 5.40% | 5.39% | 5.37% | 5.37% | 5.35% |
| Real Expenditure per Capita | 3,743 | 4,720 | 4,704 | 4,657 | 4,621 | 4,590 | 4,602 | 4,572 | 4,543 | 4,510 | 4,477 | 4,438 | 4,542 |
| Cash expense Cover Ratio | 9.63 | 8.07 | 7.69 | 8.01 | 8.00 | 7.49 | 7.01 | 6.61 | 6.27 | 6.02 | 5.74 | 5.45 | 5.17 |
| Benchmark | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Total expenses | 10,975 | 14,270 | 14,733 | 15,114 | 15,537 | 15,989 | 16,609 | 17,095 | 17,600 | 18,102 | 18,619 | 19,122 | 19,668 |
| Population | 3,020 | 3023 | 3038 | 3053 | 3069 | 3084 | 3099 | 3115 | 3130 | 3146 | 3162 | 3178 | 3193 |

















