

**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 12/13 \$'000</i>	<i>Actual 13/14 \$'000</i>	<i>Projected 14/15 \$'000</i>	<i>Budget 15/16 \$'000</i>	<i>Forecast 16/17 \$'000</i>	<i>Forecast 17/18 \$'000</i>	<i>Forecast 18/19 \$'000</i>	<i>Forecast 19/20 \$'000</i>	<i>Forecast 20/21 \$'000</i>	<i>Forecast 21/22 \$'000</i>	<i>Forecast 22/23 \$'000</i>	<i>Forecast 23/24 \$'000</i>	<i>Forecast 24/25 \$'000</i>
Current assets													
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
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	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
Current liabilities													
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
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	1,674	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
Equity													
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

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BOGAN SHIRE COUNCIL
CONSOLIDATED STRATEGIC RESOURCE PLAN

Cash Flows of Statement

	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
Cash flows from operating activities													
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
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)	(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)
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	(2,142)	(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

Attachment 3 – Long Term Financial Plan (Consolidated Fund)

	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	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Reconciliation Worksheet													
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 12/13 \$'000</i>	<i>Actual 13/14 \$'000</i>	<i>Projected 14/15 \$'000</i>	<i>Budget 15/16 \$'000</i>	<i>Forecast 16/17 \$'000</i>	<i>Forecast 17/18 \$'000</i>	<i>Forecast 18/19 \$'000</i>	<i>Forecast 19/20 \$'000</i>	<i>Forecast 20/21 \$'000</i>	<i>Forecast 21/22 \$'000</i>	<i>Forecast 22/23 \$'000</i>	<i>Forecast 23/24 \$'000</i>	<i>Forecast 24/25 \$'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

Attachment 3 – Long Term Financial Plan (Consolidated Fund)

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 5Streamlined 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

Attachment 3 – Long Term Financial Plan (Consolidated Fund)

<i>Fit For the Future Ratios</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>
	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

















