



## ATTACHMENT 10

### Action Plan



# Bland Shire Council

## Fit for the Future - Action Plan

<i>What</i>	<i>When</i>	<i>Why</i>
<p>Review service levels in line with public consultation and expectations</p> <p>Identify Council's core responsibilities, measure against services provided and prioritise based on available revenue and future asset management needs.</p>	<ul style="list-style-type: none"> <li>• Review of all Council Services by September 2020</li> <li>• Consult with community regarding service levels and expectations</li> <li>• Review IPR documentation in line with OLG requirements</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient and effective services. Potential savings of \$200k initially in staffing, with an estimated \$300k in natural attrition over 5 years.</li> <li>• Review of service levels in line with available funds and community consultation.</li> <li>• Review of IPR documents to reflect new service levels and community expectations, ensuring within budgets. Potential savings as a result of decrease service levels.</li> </ul>
<p>Undertake service and efficiency reviews of Council functions ensuring KPI's and Objectives within the Community Strategic Plan – Your Vision, Our Future are met</p>	<ul style="list-style-type: none"> <li>• Complete all service reviews by September 2020</li> <li>• Review staffing and overtime levels – July 2016</li> <li>• Review Asset and Engineering Hire rates – September 2015</li> <li>• Review staffing and overtime levels – July 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Savings (to be determined) through efficiencies</li> <li>• Overtime savings (to be determined)</li> </ul>

<b><i>What</i></b>	<b><i>When</i></b>	<b><i>Why</i></b>
Undertake review of Revenue policy with a view to full cost recovery where possible	<ul style="list-style-type: none"> <li>• Revenue Policy review completed by July 2016</li> <li>• Review Council leases to ensure market value achieved where possible – as lease term expires</li> <li>• Review Asset and Engineering Hire rates – September 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Greater cost recovery and robust fees and charges</li> <li>• Increased discretionary income (approximately 5%)</li> </ul>
Apply for Special Rate Variation for Shire	<ul style="list-style-type: none"> <li>• Community Consultation completed by 31 December 2015</li> <li>• SRV application completed by mid February 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Increased income of \$4.12 million over 5 year term</li> </ul>
Investigate corporate partnerships and collaboration	<ul style="list-style-type: none"> <li>• Identify opportunities - ongoing</li> <li>• Improve returns from private hire of community facilities - ongoing</li> <li>• Investigate additional Private works opportunities - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Increased income estimated at \$10,000</li> <li>• Additional increased income opportunities</li> </ul>
Investigate the potential for Sewer business Unit to pay a dividend to Council when operating surplus result	<ul style="list-style-type: none"> <li>• Review sewer management plan by June 2016</li> <li>• Review Sewer fees and charges by June 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Potential increase of income</li> </ul>
Review developer contribution plans eg. S94 and s94a	<ul style="list-style-type: none"> <li>• Conduct review of contribution plans by 30 June 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Potential increase of developer contributions</li> </ul>

<i><b>What</b></i>	<i><b>When</b></i>	<i><b>Why</b></i>
<p>Undertake asset review</p> <p>Review and update asset management plan</p> <p>Revaluation of Council assets</p> <p>Investigate depreciation methodology in partnership with Council's auditors</p> <p>Improve asset management data</p>	<ul style="list-style-type: none"> <li>• Review complete 2015/16</li> <li>• Public divestiture Complete 2016/17</li> <li>• As scheduled by OLG</li> <li>• Review depreciation methods as revaluations occur</li> <li>• Review asset management plans in accordance with revaluations and staff ongoing assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Potential sale of Council assets</li> <li>• Realistic assessment of Council assets and required levels of maintenance and renewal</li> <li>• Review of scheduled works utilising staff knowledge and risk assessments</li> </ul>
Rationalise plant and vehicle fleet	<ul style="list-style-type: none"> <li>• Review plant requirements based on asset management plan</li> <li>• Review Motor Vehicle policy and payment schedules by December 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Align plant with determined requirements</li> </ul>
Engage with community to determine expectations and review satisfaction levels and review work force plan and operations accordingly	<ul style="list-style-type: none"> <li>• Complete community engagement in conjunction with Integrated Planning and Reporting community engagement process</li> <li>• Community Consultation completed by June 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain assets at a fit for purpose level</li> <li>• Review of scheduled works utilising staff knowledge and risk assessments</li> <li>• Savings (to be determined) through efficiencies</li> </ul>
Review Council's Road Network hierarchy	<ul style="list-style-type: none"> <li>• Review hierarchy and determine if any roads can be downgraded – 2015/16</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain assets at a fit for purpose level</li> </ul>
Investigate alternative technology to minimise operating expenditure	<ul style="list-style-type: none"> <li>• On completion of Technology One implementation, ensure efficiencies and new work methods included in daily operations by December 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Savings (to be determined) through efficiencies and fully utilising available technology</li> </ul>
Investigate the renegotiation of Council's loan extending term to 2030 with fixed interest rate	<ul style="list-style-type: none"> <li>• Renegotiate loan by December 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Extend loan and borrowing period to ensure future generations contribute to new infrastructure with expected savings of \$383,000</li> </ul>
Utilise new State Borrowing Fund if available	<ul style="list-style-type: none"> <li>• Transfer existing borrowings to new fund if financially prudent</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of existing loans to fund</li> </ul>

<b><i>What</i></b>	<b><i>When</i></b>	<b><i>Why</i></b>
Engage with community to determine agreed levels and apply for SRV to meet those levels	<ul style="list-style-type: none"> <li>• Community Consultation completed by 31 December 2015</li> <li>• SRV application completed by mid February 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain assets at a fit for purpose level</li> <li>• Review scheduled works utilising staff knowledge and risk assessments</li> </ul>
Lobby NSW Government to adequately bring up the Regional Roads to a satisfactory standard so that they do not incur large maintenance costs and to lobby the Roads and Maritime Services to supply more realistic support grants for these roads.	<ul style="list-style-type: none"> <li>• Lobby government regarding additional funding for roads</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for increased roads funding</li> </ul>
Review Insurance schedules and inclusions	Complete insurance review by June 2016	Ensure assets are insured at appropriate levels
Investigate workplace traineeships and educational assistance to encourage existing staff to further their skills and knowledge	<ul style="list-style-type: none"> <li>• Source training opportunities for employees in accordance with individual training needs and approved budget as identified</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce with increased knowledge and skills</li> </ul>
Investigate the utilisation of Local Government procurement tender process	<ul style="list-style-type: none"> <li>• Utilise approved companies via the LGP process</li> </ul>	<ul style="list-style-type: none"> <li>• Savings (to be determined) by accessing LGP providers rather than Council completing tender process</li> </ul>
Investigate alternative technology to minimise operating expenditure	<ul style="list-style-type: none"> <li>• Following Technology One implementation, ensure efficiencies and new work methods included in daily operations by December 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Savings (to be determined) through efficiencies and fully utilising available technology</li> </ul>
	<ul style="list-style-type: none"> <li>• Engage external consultant to review and recommend new technologies for Roads and other asset maintenance and renewal by December 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Savings (to be determined) through efficiencies and utilising new technology and/or products</li> </ul>
Investigate regional planning and collaborative opportunities with REROC and the Riverina JO	<ul style="list-style-type: none"> <li>• Actively participate in REROC, JO and technical committees</li> </ul>	<ul style="list-style-type: none"> <li>• Savings to be determined. Previous estimated savings across region outlined in attachment 4, p60</li> </ul>

Bland Shire Council

10 Year Financial Plan for the Years ending 30 June 2025

INCOME STATEMENT - CONSOLIDATED

Scenario: Scenario 2 FAG, Aged, Children Own Source

	Actuals 2013/14	Current Year 2014/15	2015/16	2016/17	2017/18	2018/19	Projected Years					
	\$	\$	\$	\$	\$	\$	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	7,653,000	7,855,671	8,143,784	8,962,214	9,877,959	10,903,059	12,051,055	13,337,178	13,670,608	14,012,373	14,362,682	14,721,749
User Charges & Fees	1,517,000	1,089,603	1,352,977	1,382,068	1,411,635	1,440,589	1,469,527	1,500,390	1,532,108	1,564,821	1,598,066	1,633,935
Interest & Investment Revenue	566,000	241,693	278,325	288,325	293,325	303,325	328,325	378,325	385,325	398,325	398,325	428,325
Other Revenues	220,000	9,662,233	8,229,413	8,356,392	8,342,190	8,428,116	8,513,792	8,668,265	8,792,399	8,775,942	8,898,114	8,868,906
Grants & Contributions provided for Operating Purposes	11,190,000	347,648	379,016	354,916	360,964	367,163	373,732	380,245	386,101	392,388	398,611	404,991
Grants & Contributions provided for Capital Purposes	1,307,000	2,404,358	3,844,366	2,582,445	2,613,641	2,645,605	2,678,358	2,711,918	2,746,306	2,781,542	2,817,646	2,854,642
<b>Other Income:</b>												
Net gains from the disposal of assets	221,000	318,270	320,463	244,210	301,600	301,350	302,100	236,470	198,190	301,930	268,500	387,945
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>22,674,000</b>	<b>21,919,476</b>	<b>22,548,344</b>	<b>22,170,570</b>	<b>23,201,314</b>	<b>24,389,207</b>	<b>25,716,889</b>	<b>27,212,792</b>	<b>27,711,037</b>	<b>28,227,321</b>	<b>28,741,945</b>	<b>29,300,492</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,174,000	6,386,190	6,487,980	6,650,303	6,816,981	7,008,049	7,205,489	7,408,067	7,617,971	7,832,764	8,053,937	8,282,079
Borrowing Costs	329,000	128,552	61,865	57,641	53,411	49,187	45,206	40,605	36,491	32,261	28,106	23,801
Materials & Contracts	10,617,000	9,017,054	6,672,546	5,282,934	5,239,808	5,179,370	5,292,352	5,384,546	5,490,047	5,595,537	5,704,772	5,815,715
Depreciation & Amortisation	6,247,000	6,033,446	5,939,024	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,996,000	2,311,926	1,956,187	1,909,361	1,883,959	1,924,930	1,978,153	2,076,927	2,077,458	2,123,868	2,180,788	2,285,086
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>25,363,000</b>	<b>23,877,168</b>	<b>21,117,603</b>	<b>19,839,264</b>	<b>19,933,186</b>	<b>20,100,562</b>	<b>20,460,226</b>	<b>20,849,171</b>	<b>21,160,994</b>	<b>21,523,456</b>	<b>21,906,629</b>	<b>22,345,708</b>
<b>Operating Result from Continuing Operations</b>	<b>(2,689,000)</b>	<b>(1,957,692)</b>	<b>1,430,741</b>	<b>2,331,305</b>	<b>3,268,128</b>	<b>4,288,645</b>	<b>5,256,664</b>	<b>6,363,620</b>	<b>6,550,044</b>	<b>6,703,865</b>	<b>6,835,317</b>	<b>6,954,784</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(2,689,000)</b>	<b>(1,957,692)</b>	<b>1,430,741</b>	<b>2,331,305</b>	<b>3,268,128</b>	<b>4,288,645</b>	<b>5,256,664</b>	<b>6,363,620</b>	<b>6,550,044</b>	<b>6,703,865</b>	<b>6,835,317</b>	<b>6,954,784</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(3,996,000)</b>	<b>(4,362,050)</b>	<b>(2,413,625)</b>	<b>(251,140)</b>	<b>654,487</b>	<b>1,643,040</b>	<b>2,578,306</b>	<b>3,651,702</b>	<b>3,803,738</b>	<b>3,922,323</b>	<b>4,017,670</b>	<b>4,100,143</b>

**Bland Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2025**  
**BALANCE SHEET - CONSOLIDATED**  
**Scenario: Scenario 2 FAG, Aged, Children Own Source**

	Actuals 2013/14	Current Year 2014/15	2015/16	2016/17	2017/18	2018/19	Projected Years					
	\$	\$	\$	\$	\$	\$	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,831,000	1,260,412	4,906,821	8,319,811	12,681,040	18,156,969	24,410,259	31,737,571	39,616,219	47,435,614	55,406,410	63,247,896
Investments	9,692,000	1,308,000	1,308,000	1,308,000	1,308,000	1,308,000	1,308,000	1,308,000	1,308,000	1,308,000	1,308,000	1,308,000
Receivables	1,992,000	6,608,349	5,947,874	5,993,586	6,123,551	6,294,434	6,480,198	6,687,382	6,839,592	6,993,409	7,149,954	7,307,237
Inventories	1,320,000	868,955	559,834	440,525	435,173	428,718	438,194	445,607	454,340	463,047	472,036	481,080
Other	47,000	70,843	52,570	43,775	43,213	43,005	44,008	45,162	45,767	46,669	47,660	48,963
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>14,882,000</b>	<b>10,116,559</b>	<b>12,775,099</b>	<b>16,105,698</b>	<b>20,590,978</b>	<b>26,231,126</b>	<b>32,680,660</b>	<b>40,223,722</b>	<b>48,263,917</b>	<b>56,246,740</b>	<b>64,384,060</b>	<b>72,393,177</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	59,000	46,437	47,779	53,227	59,343	66,211	73,923	82,585	84,649	86,765	88,934	91,158
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	224,059,000	226,992,704	225,459,183	224,137,607	222,810,530	221,352,757	220,066,347	218,794,559	217,209,262	215,838,368	214,445,365	213,303,411
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	198,000	162,810	120,815	100,604	99,311	98,834	101,139	103,790	105,181	107,255	109,531	112,527
<b>Total Non-Current Assets</b>	<b>224,316,000</b>	<b>227,201,951</b>	<b>225,627,777</b>	<b>224,291,438</b>	<b>222,969,184</b>	<b>221,517,801</b>	<b>220,241,409</b>	<b>218,980,934</b>	<b>217,399,092</b>	<b>216,032,388</b>	<b>214,643,831</b>	<b>213,507,095</b>
<b>TOTAL ASSETS</b>	<b>239,198,000</b>	<b>237,318,510</b>	<b>238,402,875</b>	<b>240,397,135</b>	<b>243,560,162</b>	<b>247,748,927</b>	<b>252,922,069</b>	<b>259,204,656</b>	<b>265,663,009</b>	<b>272,279,128</b>	<b>279,027,890</b>	<b>285,900,272</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	965,000	1,146,535	900,159	663,114	658,013	658,133	674,611	693,577	701,887	714,141	727,587	745,184
Borrowings	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000
Provisions	2,771,000	2,814,127	2,814,127	2,814,127	2,814,127	2,814,127	2,814,127	2,814,127	2,814,127	2,814,127	2,814,127	2,814,127
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,903,000</b>	<b>4,127,662</b>	<b>3,881,286</b>	<b>3,644,240</b>	<b>3,639,139</b>	<b>3,639,259</b>	<b>3,655,737</b>	<b>3,674,704</b>	<b>3,683,014</b>	<b>3,695,268</b>	<b>3,708,713</b>	<b>3,726,311</b>
<b>Non-Current Liabilities</b>												
Payables	5,000	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667
Borrowings	1,793,000	1,693,000	1,593,000	1,493,000	1,393,000	1,293,000	1,193,000	1,093,000	993,000	893,000	793,000	693,000
Provisions	3,705,000	3,661,873	3,661,873	3,661,873	3,661,873	3,661,873	3,661,873	3,661,873	3,661,873	3,661,873	3,661,873	3,661,873
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>5,503,000</b>	<b>5,356,540</b>	<b>5,256,540</b>	<b>5,156,540</b>	<b>5,056,540</b>	<b>4,956,540</b>	<b>4,856,540</b>	<b>4,756,540</b>	<b>4,656,540</b>	<b>4,556,540</b>	<b>4,456,540</b>	<b>4,356,540</b>
<b>TOTAL LIABILITIES</b>	<b>9,406,000</b>	<b>9,484,202</b>	<b>9,137,826</b>	<b>8,800,780</b>	<b>8,695,679</b>	<b>8,595,799</b>	<b>8,512,277</b>	<b>8,431,244</b>	<b>8,339,554</b>	<b>8,251,808</b>	<b>8,165,254</b>	<b>8,082,851</b>
<b>Net Assets</b>	<b>229,792,000</b>	<b>227,834,308</b>	<b>229,265,049</b>	<b>231,596,355</b>	<b>234,864,483</b>	<b>239,153,128</b>	<b>244,409,791</b>	<b>250,773,412</b>	<b>257,323,455</b>	<b>264,027,320</b>	<b>270,862,637</b>	<b>277,817,421</b>
<b>EQUITY</b>												
Retained Earnings	119,542,000	117,584,308	119,015,049	121,346,355	124,614,483	128,903,128	134,159,791	140,523,412	147,073,455	153,777,320	160,612,637	167,567,421
Revaluation Reserves	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000	110,250,000
Council Equity Interest	229,792,000	227,834,308	229,265,049	231,596,355	234,864,483	239,153,128	244,409,791	250,773,412	257,323,455	264,027,320	270,862,637	277,817,421
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>229,792,000</b>	<b>227,834,308</b>	<b>229,265,049</b>	<b>231,596,355</b>	<b>234,864,483</b>	<b>239,153,128</b>	<b>244,409,791</b>	<b>250,773,412</b>	<b>257,323,455</b>	<b>264,027,320</b>	<b>270,862,637</b>	<b>277,817,421</b>

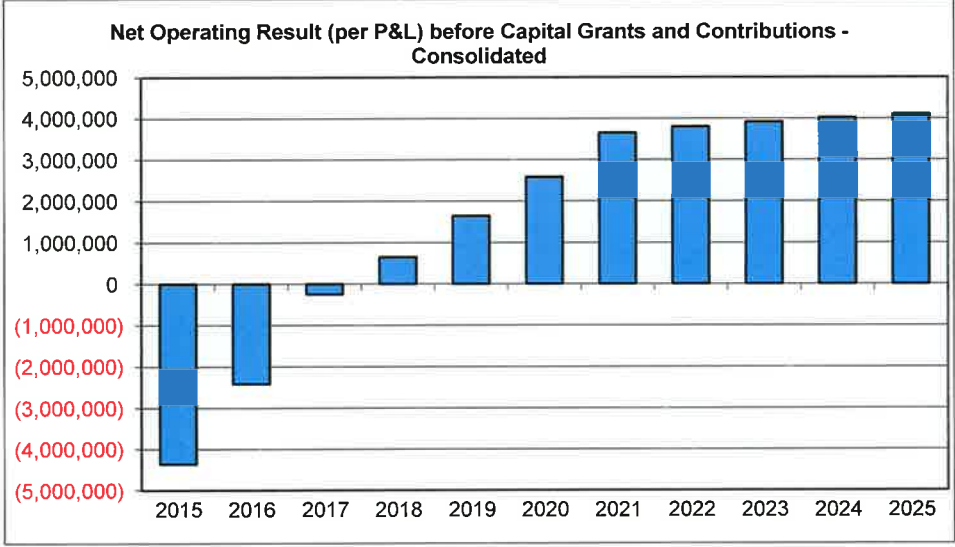
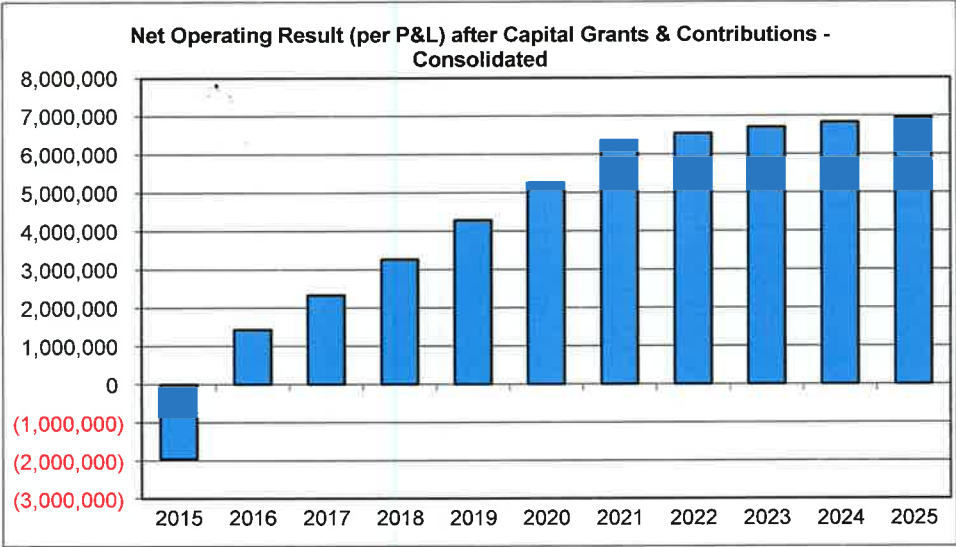
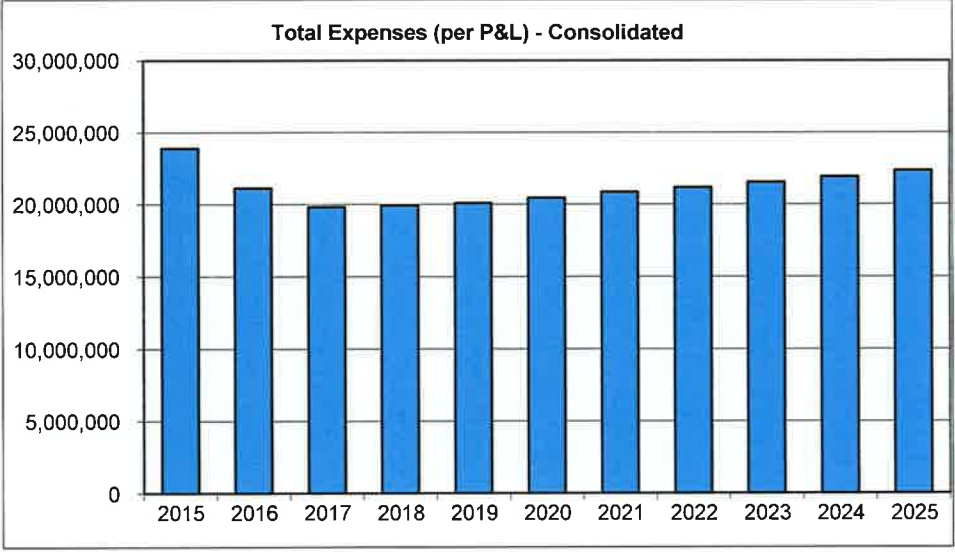
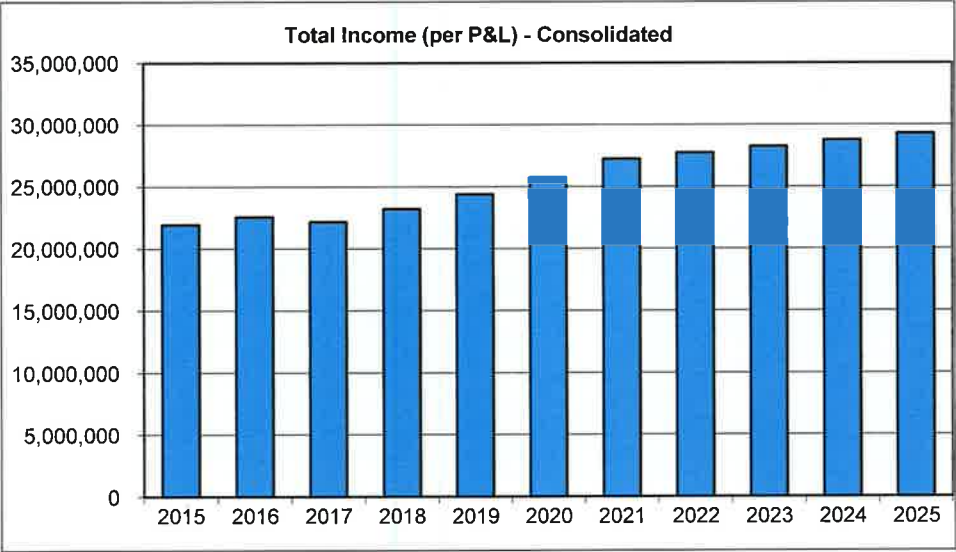
**Bland Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2025**  
**BUDGET SUMMARY - CONSOLIDATED**  
**Scenario: Scenario 2 FAG, Aged, Children Own Source**

	Current Year	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>											
Rates & Annual Charges	7,855,671	8,143,784	8,962,214	9,877,959	10,903,059	12,051,055	13,337,178	13,670,608	14,012,373	14,362,682	14,721,749
User Charges & Fees	1,089,603	1,352,977	1,382,068	1,411,635	1,440,589	1,469,527	1,500,390	1,532,108	1,564,821	1,598,066	1,633,935
Interest & Investment Revenue	241,693	278,325	288,325	293,325	303,325	328,325	378,325	385,325	398,325	398,325	428,325
Other Revenues	9,980,503	8,549,876	8,600,602	8,643,790	8,729,466	8,815,892	8,904,735	8,990,589	9,077,872	9,166,614	9,256,851
Grants & Contributions provided for Operating Purposes	347,648	379,016	354,916	360,964	367,163	373,732	380,245	386,101	392,388	398,611	404,991
Grants & Contributions provided for Capital Purposes	2,404,358	3,844,366	2,582,445	2,613,641	2,645,605	2,678,358	2,711,918	2,746,306	2,781,542	2,817,646	2,854,642
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>21,919,476</b>	<b>22,548,344</b>	<b>22,170,570</b>	<b>23,201,314</b>	<b>24,389,207</b>	<b>25,716,889</b>	<b>27,212,792</b>	<b>27,711,037</b>	<b>28,227,321</b>	<b>28,741,945</b>	<b>29,300,492</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	6,386,190	6,487,980	6,650,303	6,816,981	7,008,049	7,205,489	7,408,067	7,617,971	7,832,764	8,053,937	8,282,079
Borrowing Costs	128,874	61,865	57,641	53,411	49,187	45,206	40,605	36,491	32,261	28,106	23,801
Materials & Contracts	9,017,054	6,672,546	5,282,934	5,239,808	5,179,370	5,292,352	5,384,546	5,490,047	5,595,537	5,704,772	5,815,715
Depreciation & Amortisation	6,033,446	5,939,024	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,311,926	1,956,187	1,909,361	1,883,959	1,924,930	1,978,153	2,076,927	2,077,458	2,123,868	2,180,788	2,285,086
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>23,877,490</b>	<b>21,117,603</b>	<b>19,839,264</b>	<b>19,933,186</b>	<b>20,100,562</b>	<b>20,460,226</b>	<b>20,849,171</b>	<b>21,160,994</b>	<b>21,523,456</b>	<b>21,906,629</b>	<b>22,345,708</b>
<b>Net Operating Profit /(Loss) for the Year</b>	<b>(1,958,014)</b>	<b>1,430,741</b>	<b>2,331,305</b>	<b>3,268,128</b>	<b>4,288,645</b>	<b>5,256,664</b>	<b>6,363,620</b>	<b>6,550,044</b>	<b>6,703,865</b>	<b>6,835,317</b>	<b>6,954,784</b>
<b>Capital (Balance Sheet) and Reserve Movements</b>											
Capital Expenditure	(9,285,420)	(4,725,966)	(4,861,660)	(4,913,549)	(4,782,603)	(4,954,716)	(4,903,708)	(4,551,919)	(4,870,062)	(4,814,523)	(5,185,017)
Loan Repayments (External)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Loan Repayments (Internal)	-	-	-	-	-	-	-	-	-	-	-
Finance Lease Repayments	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors and Advances made (External)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - New Loan provided (paid to other Funds)	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits paid out	-	-	-	-	-	-	-	-	-	-	-
ELE Provisions paid out	-	-	-	-	-	-	-	-	-	-	-
Reinstatement Provisions paid out	-	-	-	-	-	-	-	-	-	-	-
Other Capital Payments	-	-	-	-	-	-	-	-	-	-	-
Non-cash Income Contra Expense	-	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (External)	3,000,000	-	-	-	-	-	-	-	-	-	-
New Loan Borrowings (Internal)	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	403,270	405,463	244,210	301,600	301,350	302,100	236,470	198,190	301,930	268,500	387,945
Deferred Debtors and Advances received (External)	-	-	-	-	-	-	-	-	-	-	-
Internal Loans - Principal Receipt (rec'd from other Funds)	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits received	-	-	-	-	-	-	-	-	-	-	-
ELE Provisions received (from other Councils)	-	-	-	-	-	-	-	-	-	-	-
Other Capital Receipts	-	-	-	-	-	-	-	-	-	-	-
Non-cash Expense Contra Income	-	-	-	-	-	-	-	-	-	-	-
Net Transfers (to)/from Reserves	1,932,017	(1,321,415)	(829,096)	(1,136,986)	(1,305,604)	(1,511,234)	(1,554,158)	(1,706,338)	(1,733,568)	(1,862,277)	(1,825,861)
<b>Total Capital (Balance Sheet) and Reserve Movements</b>	<b>(4,050,133)</b>	<b>(5,741,918)</b>	<b>(5,546,546)</b>	<b>(5,848,935)</b>	<b>(5,886,857)</b>	<b>(6,263,850)</b>	<b>(6,321,396)</b>	<b>(6,160,067)</b>	<b>(6,401,700)</b>	<b>(6,508,300)</b>	<b>(6,722,933)</b>
<b>Net Result (including Depreciation &amp; Other non-cash items)</b>	<b>(6,008,147)</b>	<b>(4,311,177)</b>	<b>(3,215,241)</b>	<b>(2,580,807)</b>	<b>(1,598,212)</b>	<b>(1,007,187)</b>	<b>42,224</b>	<b>389,977</b>	<b>302,165</b>	<b>327,017</b>	<b>231,851</b>
Add back Depreciation Expense (non-cash)	6,033,446	5,939,024	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026	5,939,026
Add back ELE Expense (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Add back Other Expenses (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Less Other Income (non-cash)	-	-	-	-	-	-	-	-	-	-	-
<b>Cash Budget Surplus/(Deficit)</b>	<b>25,299</b>	<b>1,627,847</b>	<b>2,723,785</b>	<b>3,358,219</b>	<b>4,340,814</b>	<b>4,931,839</b>	<b>5,981,250</b>	<b>6,329,003</b>	<b>6,241,191</b>	<b>6,266,043</b>	<b>6,170,877</b>



**Bland Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2025**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Scenario 2 FAG, Aged, Children Own Source**

Income Statement Charts



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