

# LONG TERM FINANCIAL PLAN 2016 - 2025

Adopted 24 June 2015

our Plan developed by our Council to meet our Community aspirations

# Introduction

The Long Term Financial Plan is an important tool in Council's Resourcing Strategy which forms an essential element of the NSW Local Government Integrated Planning & Reporting framework. It is intended as a decision making and problem solving tool and is not designed to be set in concrete, but rather be a working document and a guide for future action to be taken.

The essential elements of the Long Term Financial Plan are:

- Planning assumptions used to develop the Plan
- Sensitivity analysis – which highlights factors/assumptions most likely to affect the Plan
- Financial modelling for different scenarios e.g. planned/optimistic/conservative
- Methods of monitoring financial performance

The minimum timeframe for the Long Term Financial Plan is 10 years (2015/16 – 2024/25). It must be updated at least annually as part of the development of Council's Operational Plan and reviewed in detail as part of the four yearly review of Council's Community Strategic Plan.

This document is intended to illustrate to the community the projected revenue and expenditure, cash flow and balance sheet, based on a “business as usual” model (Base Scenario) and these same projections with a special variation to General revenue (Special Variation Scenario).

If Council continues with the Base Scenario then Bombala Council will need to consider cutting services to the community or, in the short term, continuing to fund operations out of cash reserves.

# Planning Assumptions

The following assumptions have been used in the development of the Long Term Financial Plan;

<b>Ordinary Rates (subject to rate peg)</b>	Each year the Independent Pricing and Regulatory Authority (IPART) determines the 'rate peg' or the allowable annual increase in general income for NSW councils. In this model an increase 2.4% has been applied in each year, excluding the 2017 to 2019 financial years in the Special Variation Scenario
<b>User Fees &amp; Annual Charges</b>	An annual increase of 2.47% in line with CPI has been applied to user fees, except for utilities annual charges . Water & Waste are assumed to be increasing at 5% in the first year and Sewer at 15% in the first year, but will gradually realign to CPI increases by 2019/20. All fees and charges are set at full cost recovery unless otherwise legislated through statutory or regulatory means.
<b>Operating Grants &amp; Subsidies</b>	An annual increase in line with CPI has been applied to operating grants and contributions with the exception of the Federal Financial Assistance Grant (FAG). In the 2014-15 Federal Budget the Government announced that the indexation applied to the FAG would be paused for 3 years (2014-15 to 2016-17). Roads to Recovery Grant Funding has been allocated for the next 5 financial years 2015-2019 totalling \$1,903,076 with a double payment in 2015-16.
<b>Interest on Investments</b>	Interest is estimated at 2.5% growth
<b>Employee Costs</b>	Employee Costs have been indexed in line with the Local Government (State) Award increases for the years 2016 (2.70%) and 2017 (2.80%). CPI of 2.47% has been applied to the remaining years and for any Employee costs which are not Salaries and Wages, including Superannuation which is frozen at 9.5% until 2021 and then increasing by 0.5% annually
<b>Other Operating Expenditure</b>	Materials and Contracts, and other expenditure (including electricity and utilities) CPI of 2.47% has been applied.
<b>Borrowing Costs</b>	Interest Costs are estimated to be on average 5%.
<b>Capital Expenditure</b>	Capital Expenditure is on average \$3.1mil annually this is likely to fluctuate when and if Grant funding for specific projects is awarded.

# Modelling

Council's Long Term Financial Plan aims to demonstrate the financial impact represented in the three primary financial statements applying the following scenarios for each the General, Water and Sewer Fund.

<b>BASE Scenario</b>	Revenue and Expenditure Forecasts reflecting the current levels of service as outlined and aligned with the Community Strategic Plan.
<b>SPECIAL VARIATON Scenario (Proposed)</b>	Revenue and Expenditure Forecasts reflecting current levels of service as outlined and aligned with the Community Strategic Plan and the result of an approved special variation to General Income of 9.0% in the 2016/17 year 8.5% in the 2017/18 and 2018/19 years. This represents a cumulative increase over the three years of 28.32%. For this reason only the Consolidated and General funds statements have been included in this scenario, Water and Sewer will remain the same as the Base Scenario.

## Base Case Scenario

As is demonstrated in the following model operating revenue is not adequately meeting operating expenditure, resulting in consolidated operating deficits (before Capital Grants) of \$448,000 on average per year.

The 2015/16 financial year is anticipated to be an improvement on the 2014/15 year; Of significance is the large increase in Grants and Contributions and larger than average increases in utility rates and annual charges. Assets are revalued in asset classes based on a five year cycle, which will result in fluctuations of annual depreciation expense. Water and Sewer Assets are indexed (revalued) annually in line with percentage rates provided by the Office of Water.

The increase in Operating Grants and Contributions in the 2015/16 year is a double payment of the Roads to Recovery Funding as per advice received in early October 2014 from the Federal Department of Infrastructure and Regional Development

In this Base Case Scenario, Operating Expenses continue to exceed Operating Revenue. The Council is highly dependent on Grant Funding, a large proportion of the operating grants are guaranteed minimum per capita grants (Financial Assistance, Library & Community Services Funding, Roads to Recovery) and will be determined by population levels.

Capital Grants included in the Plan are RMS – Special Timber Freight Roads Grant total \$450,000 across three years, plus an additional \$250,000 per year of state funding for Local Roads has been included in the estimates. This assumption is based on past grant funding received each year and is conservative.

The Rates and Annual Charges amounts include more than the general rates, therefore the budgeted increases in these amounts are higher than the projected rate peg. This reflects the increases in Domestic Waste, Water and Sewer annual charges, which are not subject to rate pegging but are included in the total Rates and Annual Charges amounts.

The Base Case Scenario is based on the assumptions in this Plan and capital expenditure of approximately \$2.5 million annually and will see forecasted cash reserves (both restricted and unrestricted) at the end of the 10 year period of \$10.24mil comprising \$2.36mil General, \$4.64mil Water and \$3.24mil Sewer.

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - CONSOLIDATED</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue:</i>												
Rates & Annual Charges	3,314	3,411	3,620	3,775	3,919	4,059	4,165	4,275	4,387	4,502	4,620	4,742
User Charges & Fees	1,791	697	704	711	716	729	743	756	771	785	799	814
Interest & Investment Revenue	433	283	300	317	335	352	369	386	401	416	430	442
Other Revenues	436	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,041	4,055	4,058	3,767	3,855	3,928	4,003	4,080	4,176	4,257	4,357	4,443
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	2,000	2,000	250	250	250	250	250
<i>Other Income:</i>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>10,370</b>	<b>8,952</b>	<b>9,440</b>	<b>9,181</b>	<b>9,439</b>	<b>11,435</b>	<b>11,651</b>	<b>10,121</b>	<b>10,363</b>	<b>10,591</b>	<b>10,841</b>	<b>11,080</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	3,740	3,266	3,352	3,441	3,529	3,613	3,701	3,790	3,881	3,974	4,070	4,168
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Materials & Contracts	4,371	2,404	2,300	2,360	2,394	2,439	2,501	2,574	2,612	2,661	2,775	2,855
Depreciation, Amortisation & Impairment	2,668	2,659	2,735	2,756	2,747	2,799	2,820	2,913	2,935	2,957	3,014	3,014
Other Expenses	1,102	1,086	941	961	983	1,006	1,029	1,053	1,077	1,102	1,127	1,153
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>11,891</b>	<b>9,425</b>	<b>9,338</b>	<b>9,528</b>	<b>9,670</b>	<b>9,876</b>	<b>10,070</b>	<b>10,348</b>	<b>10,576</b>	<b>10,762</b>	<b>11,050</b>	<b>11,251</b>
<b>Operating Result from Continuing Operations</b>	<b>-1,521</b>	<b>-473</b>	<b>102</b>	<b>-347</b>	<b>-231</b>	<b>1,559</b>	<b>1,581</b>	<b>-227</b>	<b>-213</b>	<b>-171</b>	<b>-209</b>	<b>-171</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>												
	-1,718	-660	-298	-597	-481	-441	-419	-477	-463	-421	-459	-421

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - CONSOLIDATED												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,310	8,962	9,259	9,375	9,527	9,290	10,668	8,356	8,815	9,242	9,698	10,237
Receivables	1,853	1,343	1,416	1,377	1,416	1,715	1,748	1,518	1,554	1,589	1,626	1,662
Inventories	304	257	243	245	248	293	300	321	262	271	277	279
Other	33	28	26	26	27	32	32	35	28	29	30	30
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>11,500</b>	<b>10,589</b>	<b>10,945</b>	<b>11,023</b>	<b>11,218</b>	<b>11,330</b>	<b>12,749</b>	<b>10,230</b>	<b>10,661</b>	<b>11,131</b>	<b>11,631</b>	<b>12,208</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	143,375	146,368	148,831	151,185	153,550	157,961	162,452	167,700	169,913	172,334	174,728	177,059
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>143,479</b>	<b>146,446</b>	<b>148,883</b>	<b>151,211</b>	<b>153,550</b>	<b>157,961</b>	<b>162,452</b>	<b>167,700</b>	<b>169,913</b>	<b>172,334</b>	<b>174,728</b>	<b>177,059</b>
<b>TOTAL ASSETS</b>	<b>154,979</b>	<b>157,035</b>	<b>159,827</b>	<b>162,235</b>	<b>164,768</b>	<b>169,291</b>	<b>175,201</b>	<b>177,930</b>	<b>180,574</b>	<b>183,465</b>	<b>186,359</b>	<b>189,268</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	733	620	586	590	598	706	724	774	632	654	668	672
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
<b>Total Current Liabilities</b>	<b>1,829</b>	<b>1,599</b>	<b>1,592</b>	<b>1,622</b>	<b>1,656</b>	<b>1,790</b>	<b>1,834</b>	<b>1,911</b>	<b>1,797</b>	<b>1,846</b>	<b>1,889</b>	<b>1,923</b>
<b>Non-Current Liabilities</b>												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
<b>Total Non-Current Liabilities</b>	<b>220</b>	<b>240</b>	<b>265</b>	<b>292</b>	<b>322</b>	<b>354</b>	<b>1,841</b>	<b>1,828</b>	<b>1,818</b>	<b>1,811</b>	<b>1,808</b>	<b>1,806</b>
<b>TOTAL LIABILITIES</b>	<b>2,049</b>	<b>1,840</b>	<b>1,857</b>	<b>1,914</b>	<b>1,978</b>	<b>2,144</b>	<b>3,675</b>	<b>3,739</b>	<b>3,615</b>	<b>3,657</b>	<b>3,697</b>	<b>3,729</b>
<b>Net Assets</b>	<b>152,930</b>	<b>155,196</b>	<b>157,971</b>	<b>160,321</b>	<b>162,790</b>	<b>167,147</b>	<b>171,526</b>	<b>174,191</b>	<b>176,959</b>	<b>179,808</b>	<b>182,662</b>	<b>185,539</b>
<b>EQUITY</b>												
Retained Earnings	128,488	128,900	131,676	133,047	134,502	137,806	141,094	142,625	144,219	145,850	147,440	149,007
Revaluation Reserves	24,442	26,295	26,295	27,274	28,288	29,341	30,433	31,565	32,740	33,958	35,222	36,532
<b>Total Equity</b>	<b>152,930</b>	<b>155,196</b>	<b>157,971</b>	<b>160,321</b>	<b>162,790</b>	<b>167,147</b>	<b>171,526</b>	<b>174,191</b>	<b>176,959</b>	<b>179,808</b>	<b>182,662</b>	<b>185,539</b>

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Statement of Cash Flows - CONSOLIDATED</b>												
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	3,254	3,605	3,592	3,791	3,903	3,953	4,153	4,372	4,372	4,487	4,604	4,727
User Charges & Fees	1,952	737	699	714	713	710	741	773	768	782	796	811
Investment & Interest Revenue Received	372	299	298	318	334	343	368	395	400	415	429	441
Grants & Contributions	4,776	4,484	4,423	4,034	4,088	5,773	5,986	4,428	4,410	4,492	4,591	4,678
Other	104	337	355	363	363	357	370	382	377	380	384	388
<b>Payments:</b>												
Employee Benefits & On-Costs	-3,554	-3,305	-3,364	-3,440	-3,526	-3,573	-3,694	-3,772	-3,933	-3,966	-4,065	-4,166
Materials & Contracts	-4,594	-2,433	-2,308	-2,359	-2,392	-2,412	-2,497	-2,562	-2,647	-2,656	-2,772	-2,854
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Other	-762	-1,099	-944	-961	-982	-995	-1,027	-1,048	-1,091	-1,100	-1,126	-1,153
<b>Net Cash provided (or used in) Operating Activities</b>	<b>1,558</b>	<b>2,635</b>	<b>2,760</b>	<b>2,470</b>	<b>2,517</b>	<b>4,174</b>	<b>4,420</b>	<b>2,987</b>	<b>2,726</b>	<b>2,904</b>	<b>2,906</b>	<b>2,932</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<b>Payments:</b>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,959	-3,125	-2,536	-2,420	-2,436	-4,425	-4,596	-5,325	-2,231	-2,489	-2,483	-2,370
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-2,662</b>	<b>-2,993</b>	<b>-2,463</b>	<b>-2,355</b>	<b>-2,365</b>	<b>-4,411</b>	<b>-4,492</b>	<b>-5,248</b>	<b>-2,213</b>	<b>-2,421</b>	<b>-2,394</b>	<b>-2,332</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Borrowings and advances	0	0	0	217	126	27	1,528	29	30	31	33	34
<b>Payments:</b>												
Borrowings and advances	0	0	0	-217	-126	-27	-78	-81	-84	-87	-89	-95
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>-52</b>	<b>-54</b>	<b>-56</b>	<b>-56</b>	<b>-61</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(1,104)</b>	<b>(358)</b>	<b>297</b>	<b>116</b>	<b>152</b>	<b>(237)</b>	<b>1,378</b>	<b>(2,312)</b>	<b>459</b>	<b>427</b>	<b>456</b>	<b>540</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	10,424	9,320	8,962	9,259	9,375	9,527	9,290	10,668	8,356	8,815	9,242	9,698
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,320</b>	<b>8,962</b>	<b>9,259</b>	<b>9,375</b>	<b>9,527</b>	<b>9,290</b>	<b>10,668</b>	<b>8,356</b>	<b>8,815</b>	<b>9,242</b>	<b>9,698</b>	<b>10,237</b>



Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - GENERAL FUND</b>												
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	2,450	2,514	2,630	2,699	2,770	2,842	2,912	2,983	3,057	3,132	3,209	3,288
User Charges & Fees	1,655	509	521	524	524	533	541	550	559	568	577	587
Interest & Investment Revenue	297	202	179	184	188	192	196	200	205	209	214	219
Other Revenues	431	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,021	4,035	4,037	3,745	3,832	3,905	3,979	4,056	4,151	4,232	4,332	4,416
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	250	250	250	250	250	250	250
<b>Other Income:</b>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>9,209</b>	<b>7,766</b>	<b>8,125</b>	<b>7,763</b>	<b>7,928</b>	<b>8,089</b>	<b>8,249</b>	<b>8,413</b>	<b>8,600</b>	<b>8,772</b>	<b>8,967</b>	<b>9,149</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	3,503	3,030	3,100	3,182	3,263	3,342	3,422	3,504	3,589	3,675	3,763	3,854
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Materials & Contracts	3,978	2,026	1,918	1,973	2,002	2,042	2,098	2,166	2,199	2,242	2,350	2,424
Depreciation, Amortisation & Impairment	2,035	2,023	2,107	2,109	2,081	2,113	2,113	2,185	2,186	2,186	2,219	2,219
Other Expenses	1,016	1,017	869	887	907	928	950	972	994	1,017	1,040	1,064
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>10,542</b>	<b>8,106</b>	<b>8,004</b>	<b>8,161</b>	<b>8,270</b>	<b>8,444</b>	<b>8,602</b>	<b>8,845</b>	<b>8,984</b>	<b>9,135</b>	<b>9,386</b>	<b>9,574</b>
<b>Net Operating Result for the Year</b>	<b>-1,333</b>	<b>-340</b>	<b>121</b>	<b>-398</b>	<b>-342</b>	<b>-355</b>	<b>-353</b>	<b>-432</b>	<b>-384</b>	<b>-363</b>	<b>-419</b>	<b>-425</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>												
	-1,530	-527	-279	-648	-592	-605	-603	-682	-634	-613	-669	-675

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - GENERAL FUND												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	5,276	4,674	4,642	4,488	4,195	3,677	3,276	3,370	3,163	2,883	2,595	2,360
Receivables	1,623	1,176	1,240	1,206	1,240	1,502	1,531	1,330	1,361	1,391	1,424	1,456
Inventories	304	224	210	212	214	217	223	221	223	231	236	238
Other	33	24	23	23	23	24	24	24	24	25	25	26
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>7,236</b>	<b>6,097</b>	<b>6,115</b>	<b>5,929</b>	<b>5,672</b>	<b>5,420</b>	<b>5,053</b>	<b>4,945</b>	<b>4,772</b>	<b>4,530</b>	<b>4,281</b>	<b>4,079</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	118,332	121,019	123,215	125,317	127,430	129,574	131,734	133,623	135,513	137,601	139,662	141,655
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>118,436</b>	<b>121,097</b>	<b>123,267</b>	<b>125,343</b>	<b>127,430</b>	<b>129,574</b>	<b>131,734</b>	<b>133,623</b>	<b>135,513</b>	<b>137,601</b>	<b>139,662</b>	<b>141,655</b>
<b>TOTAL ASSETS</b>	<b>125,672</b>	<b>127,194</b>	<b>129,382</b>	<b>131,272</b>	<b>133,102</b>	<b>134,994</b>	<b>136,787</b>	<b>138,568</b>	<b>140,285</b>	<b>142,131</b>	<b>143,943</b>	<b>145,735</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	731	618	584	588	596	704	722	771	630	652	666	670
Borrowings												
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
<b>Total Current Liabilities</b>	<b>1,827</b>	<b>1,597</b>	<b>1,590</b>	<b>1,620</b>	<b>1,654</b>	<b>1,788</b>	<b>1,832</b>	<b>1,908</b>	<b>1,795</b>	<b>1,844</b>	<b>1,887</b>	<b>1,921</b>
<b>Non-Current Liabilities</b>												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	183	257	230	202	173	143	112	79	45
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
<b>Total Non-Current Liabilities</b>	<b>220</b>	<b>240</b>	<b>265</b>	<b>475</b>	<b>579</b>	<b>584</b>	<b>593</b>	<b>603</b>	<b>617</b>	<b>635</b>	<b>655</b>	<b>680</b>
<b>TOTAL LIABILITIES</b>	<b>2,046</b>	<b>1,838</b>	<b>1,855</b>	<b>2,095</b>	<b>2,233</b>	<b>2,372</b>	<b>2,425</b>	<b>2,512</b>	<b>2,412</b>	<b>2,479</b>	<b>2,542</b>	<b>2,600</b>
<b>Net Assets</b>	<b>123,626</b>	<b>125,357</b>	<b>127,527</b>	<b>129,177</b>	<b>130,869</b>	<b>132,622</b>	<b>134,363</b>	<b>136,056</b>	<b>137,873</b>	<b>139,652</b>	<b>141,401</b>	<b>143,135</b>
<b>EQUITY</b>												
Retained Earnings	119,593	121,018	123,188	124,677	126,202	127,781	129,341	130,848	132,471	134,049	135,589	137,107
Revaluation Reserves	4,033	4,339	4,339	4,500	4,668	4,841	5,021	5,208	5,402	5,603	5,812	6,028
<b>Total Equity</b>	<b>123,626</b>	<b>125,357</b>	<b>127,527</b>	<b>129,177</b>	<b>130,869</b>	<b>132,622</b>	<b>134,363</b>	<b>136,056</b>	<b>137,873</b>	<b>139,652</b>	<b>141,401</b>	<b>143,135</b>

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Statement of Cash Flows - GENERAL FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	2,519	2,657	2,610	2,710	2,759	2,768	2,904	3,051	3,046	3,122	3,198	3,277
User Charges & Fees	1,856	538	517	526	522	519	539	562	557	566	575	585
Investment & Interest Revenue Received	262	214	178	185	187	187	195	205	204	208	213	218
Grants & Contributions	4,754	4,462	4,403	4,012	4,065	4,046	4,217	4,404	4,386	4,468	4,566	4,651
Other	99	337	355	363	363	357	370	382	377	380	384	388
<b>Payments:</b>												
Employee Benefits & On-Costs	-3,210	-3,066	-3,111	-3,181	-3,260	-3,305	-3,416	-3,487	-3,637	-3,668	-3,758	-3,853
Materials & Contracts	-4,293	-2,050	-1,925	-1,972	-2,000	-2,020	-2,094	-2,156	-2,228	-2,237	-2,347	-2,423
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Other	-761	-1,029	-872	-887	-906	-918	-948	-967	-1,007	-1,015	-1,039	-1,064
<b>Net Cash provided (or used in) Operating Activities</b>	<b>1,236</b>	<b>2,072</b>	<b>2,164</b>	<b>1,766</b>	<b>1,745</b>	<b>1,653</b>	<b>1,787</b>	<b>2,012</b>	<b>1,713</b>	<b>1,839</b>	<b>1,806</b>	<b>1,793</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<b>Payments:</b>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,826	-2,819	-2,269	-2,168	-2,184	-2,158	-2,265	-1,966	-1,908	-2,156	-2,150	-2,032
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-2,529</b>	<b>-2,687</b>	<b>-2,196</b>	<b>-2,103</b>	<b>-2,113</b>	<b>-2,144</b>	<b>-2,161</b>	<b>-1,889</b>	<b>-1,890</b>	<b>-2,088</b>	<b>-2,061</b>	<b>-1,994</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Borrowings and advances	0	0	0	200	100	0	0	0	0	0	0	0
<b>Payments:</b>												
Borrowings and advances	0	0	0	-17	-26	-27	-28	-29	-30	-31	-33	-34
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>183</b>	<b>74</b>	<b>-27</b>	<b>-28</b>	<b>-29</b>	<b>-30</b>	<b>-31</b>	<b>-33</b>	<b>-34</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(1,293)</b>	<b>(614)</b>	<b>(32)</b>	<b>(153)</b>	<b>(293)</b>	<b>(518)</b>	<b>(402)</b>	<b>94</b>	<b>(207)</b>	<b>(280)</b>	<b>(288)</b>	<b>(234)</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	6,581	5,288	4,674	4,642	4,488	4,195	3,677	3,276	3,370	3,163	2,883	2,595
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>5,288</b>	<b>4,674</b>	<b>4,642</b>	<b>4,488</b>	<b>4,195</b>	<b>3,677</b>	<b>3,276</b>	<b>3,370</b>	<b>3,163</b>	<b>2,883</b>	<b>2,595</b>	<b>2,360</b>

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - WATER FUND</b>												
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	444	461	486	511	526	542	559	576	593	611	629	648
User Charges & Fees	134	176	170	174	178	183	187	192	197	202	207	212
Interest & Investment Revenue	67	39	59	68	81	93	104	114	123	132	139	145
Other Revenues	5	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	11	11	11	11	12	12	12	13	13	13	14
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Income:</b>												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>660</b>	<b>687</b>	<b>726</b>	<b>764</b>	<b>796</b>	<b>830</b>	<b>862</b>	<b>894</b>	<b>926</b>	<b>958</b>	<b>988</b>	<b>1,019</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	145	144	144	148	152	155	159	163	167	171	175	180
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	248	220	229	233	236	240	243	247	251	254	258	262
Depreciation, Amortisation & Impairment	276	278	272	280	288	297	306	315	324	334	344	344
Other Expenses	66	42	48	49	51	52	53	54	56	57	58	60
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>735</b>	<b>684</b>	<b>693</b>	<b>710</b>	<b>727</b>	<b>744</b>	<b>761</b>	<b>779</b>	<b>798</b>	<b>816</b>	<b>835</b>	<b>846</b>
<b>Net Operating Result for the Year</b>	<b>-75</b>	<b>3</b>	<b>33</b>	<b>54</b>	<b>69</b>	<b>86</b>	<b>101</b>	<b>115</b>	<b>128</b>	<b>142</b>	<b>153</b>	<b>173</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>												
	-75	3	33	54	69	86	101	115	128	142	153	173

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - WATER FUND												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	2,085	2,188	2,339	2,336	2,459	2,696	2,972	3,287	3,586	3,918	4,272	4,642
Receivables	199	144	152	148	152	184	188	163	167	171	175	179
Inventories	0	18	17	18	18	18	19	19	20	20	21	21
Other	0	2	2	2	2	2	2	2	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>2,284</b>	<b>2,353</b>	<b>2,510</b>	<b>2,504</b>	<b>2,632</b>	<b>2,900</b>	<b>3,181</b>	<b>3,471</b>	<b>3,775</b>	<b>4,111</b>	<b>4,470</b>	<b>4,844</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	183	257	230	202	173	143	112	79	45
Infrastructure, Property, Plant & Equipment	11,476	11,688	11,835	11,992	12,149	12,306	12,463	12,630	12,803	12,976	13,149	13,327
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>11,476</b>	<b>11,688</b>	<b>11,835</b>	<b>11,992</b>	<b>12,149</b>	<b>12,306</b>	<b>12,463</b>	<b>12,630</b>	<b>12,803</b>	<b>12,976</b>	<b>13,149</b>	<b>13,327</b>
<b>TOTAL ASSETS</b>	<b>13,760</b>	<b>14,041</b>	<b>14,346</b>	<b>14,497</b>	<b>14,781</b>	<b>15,207</b>	<b>15,644</b>	<b>16,102</b>	<b>16,579</b>	<b>17,088</b>	<b>17,619</b>	<b>18,171</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	2	2	2	2	2	2	2	3	2	2	2	2
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Non-Current Liabilities</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Net Assets</b>	<b>13,758</b>	<b>14,039</b>	<b>14,344</b>	<b>14,495</b>	<b>14,779</b>	<b>15,205</b>	<b>15,642</b>	<b>16,099</b>	<b>16,577</b>	<b>17,085</b>	<b>17,617</b>	<b>18,169</b>
<b>EQUITY</b>												
Retained Earnings	4,614	4,203	4,507	4,292	4,197	4,229	4,258	4,291	4,329	4,383	4,442	4,503
Revaluation Reserves	9,143	9,836	9,836	10,202	10,582	10,976	11,384	11,808	12,247	12,703	13,176	13,666
<b>Total Equity</b>	<b>13,758</b>	<b>14,039</b>	<b>14,344</b>	<b>14,495</b>	<b>14,779</b>	<b>15,205</b>	<b>15,642</b>	<b>16,099</b>	<b>16,577</b>	<b>17,085</b>	<b>17,617</b>	<b>18,169</b>

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Statement of Cash Flows - WATER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	370	487	482	513	524	528	557	589	591	609	627	646
User Charges & Fees	95	186	169	175	177	178	186	196	196	201	206	211
Investment & Interest Revenue Received	60	41	59	68	81	91	104	117	123	132	139	145
Grants & Contributions	11	12	11	11	11	12	12	12	13	13	13	14
Other	5	0	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>												
Employee Benefits & On-Costs	-174	-146	-145	-148	-152	-153	-159	-162	-169	-171	-175	-180
Materials & Contracts	-216	-223	-230	-233	-236	-237	-243	-246	-254	-253	-258	-262
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	-43	-48	-49	-51	-51	-53	-54	-57	-57	-58	-60
<b>Net Cash provided (or used in) Operating Activities</b>	<b>151</b>	<b>315</b>	<b>298</b>	<b>337</b>	<b>354</b>	<b>366</b>	<b>405</b>	<b>453</b>	<b>442</b>	<b>474</b>	<b>494</b>	<b>514</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>												
Purchase of Infrastructure, Property, Plant & Equipment	-62	-212	-147	-157	-157	-157	-157	-167	-173	-173	-173	-178
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-62</b>	<b>-212</b>	<b>-147</b>	<b>-157</b>	<b>-157</b>	<b>-157</b>	<b>-157</b>	<b>-167</b>	<b>-173</b>	<b>-173</b>	<b>-173</b>	<b>-178</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Borrowings and advances	0	0	0	17	26	27	28	29	30	31	33	34
<b>Payments:</b>												
Borrowings and advances	0	0	0	-200	-100	0	0	0	0	0	0	0
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-183</b>	<b>-74</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	<b>33</b>	<b>34</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>90</b>	<b>103</b>	<b>151</b>	<b>(3)</b>	<b>123</b>	<b>236</b>	<b>276</b>	<b>315</b>	<b>299</b>	<b>332</b>	<b>354</b>	<b>370</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	1,995	2,085	2,188	2,339	2,336	2,459	2,696	2,972	3,287	3,586	3,918	4,272
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,085</b>	<b>2,188</b>	<b>2,339</b>	<b>2,336</b>	<b>2,459</b>	<b>2,696</b>	<b>2,972</b>	<b>3,287</b>	<b>3,586</b>	<b>3,918</b>	<b>4,272</b>	<b>4,642</b>

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - SEWER FUND</b>												
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	420	436	503	565	623	674	695	716	737	759	782	806
User Charges & Fees	2	12	13	13	13	14	14	15	15	15	16	16
Interest & Investment Revenue	68	43	63	65	67	68	70	72	73	75	77	79
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	10	10	11	11	11	11	12	12	12	13	13
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	1,750	1,750	0	0	0	0	0
<b>Other Income:</b>												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>500</b>	<b>501</b>	<b>589</b>	<b>654</b>	<b>714</b>	<b>2,517</b>	<b>2,540</b>	<b>815</b>	<b>837</b>	<b>861</b>	<b>888</b>	<b>914</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	92	92	108	111	114	117	119	122	125	128	132	135
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Materials & Contracts	145	157	153	154	156	158	160	161	163	165	167	169
Depreciation, Amortisation & Impairment	357	358	357	367	378	390	401	413	425	438	451	451
Other Expenses	20	27	24	25	25	26	27	27	28	29	29	30
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>614</b>	<b>634</b>	<b>642</b>	<b>657</b>	<b>673</b>	<b>691</b>	<b>707</b>	<b>723</b>	<b>796</b>	<b>813</b>	<b>829</b>	<b>833</b>
<b>Net Operating Result for the Year</b>	<b>-114</b>	<b>-133</b>	<b>-53</b>	<b>-3</b>	<b>41</b>	<b>1,826</b>	<b>1,833</b>	<b>92</b>	<b>41</b>	<b>48</b>	<b>59</b>	<b>81</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>												
	-114	-133	-53	-3	41	76	83	92	41	48	59	81

Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - SEWER FUND												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,949	2,104	2,283	2,554	2,876	2,919	4,423	1,704	2,068	2,442	2,834	3,238
Receivables	31	22	24	23	24	29	29	25	26	26	27	28
Inventories	0	15	16	15	16	57	59	80	19	20	20	20
Other	0	2	2	2	2	6	6	9	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>1,980</b>	<b>2,143</b>	<b>2,323</b>	<b>2,594</b>	<b>2,917</b>	<b>3,011</b>	<b>4,517</b>	<b>1,818</b>	<b>2,116</b>	<b>2,491</b>	<b>2,883</b>	<b>3,288</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	13,567	13,661	13,781	13,876	13,971	16,081	18,255	21,447	21,597	21,757	21,917	22,077
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>13,567</b>	<b>13,661</b>	<b>13,781</b>	<b>13,876</b>	<b>13,971</b>	<b>16,081</b>	<b>18,255</b>	<b>21,447</b>	<b>21,597</b>	<b>21,757</b>	<b>21,917</b>	<b>22,077</b>
<b>TOTAL ASSETS</b>	<b>15,547</b>	<b>15,804</b>	<b>16,104</b>	<b>16,470</b>	<b>16,887</b>	<b>19,092</b>	<b>22,772</b>	<b>23,264</b>	<b>23,712</b>	<b>24,247</b>	<b>24,800</b>	<b>25,365</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non-Current Liabilities</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>1,398</b>	<b>1,344</b>	<b>1,288</b>	<b>1,232</b>	<b>1,171</b>
<b>TOTAL LIABILITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>1,398</b>	<b>1,344</b>	<b>1,288</b>	<b>1,232</b>	<b>1,171</b>
<b>Net Assets</b>	<b>15,547</b>	<b>15,804</b>	<b>16,104</b>	<b>16,470</b>	<b>16,887</b>	<b>19,092</b>	<b>21,322</b>	<b>21,866</b>	<b>22,368</b>	<b>22,959</b>	<b>23,568</b>	<b>24,194</b>
<b>EQUITY</b>												
Retained Earnings	4,281	3,684	3,984	3,899	3,849	5,568	7,295	7,317	7,278	7,307	7,333	7,355
Revaluation Reserves	11,266	12,120	12,120	12,571	13,039	13,524	14,027	14,549	15,090	15,652	16,234	16,838
<b>Total Equity</b>	<b>15,547</b>	<b>15,804</b>	<b>16,104</b>	<b>16,470</b>	<b>16,887</b>	<b>19,092</b>	<b>21,322</b>	<b>21,866</b>	<b>22,368</b>	<b>22,959</b>	<b>23,568</b>	<b>24,194</b>



Bombala Council - Long Term Financial Plan  
Scenario: Base Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Statement of Cash Flows - SEWER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<u>Receipts:</u>												
Rates & Annual Charges	365	461	499	567	620	656	693	732	734	757	779	803
User Charges & Fees	1	13	13	13	13	14	14	15	15	15	16	16
Investment & Interest Revenue Received	50	45	63	65	67	66	70	74	73	75	77	79
Grants & Contributions	11	11	10	11	11	1,715	1,756	12	12	12	13	13
Other	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Employee Benefits & On-Costs	-170	-93	-108	-111	-114	-116	-119	-121	-127	-128	-132	-135
Materials & Contracts	-85	-159	-154	-154	-156	-156	-160	-160	-165	-165	-167	-169
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Other	-1	-27	-24	-25	-25	-26	-27	-27	-28	-29	-29	-30
<b>Net Cash provided (or used in) Operating Activities</b>	<b>171</b>	<b>250</b>	<b>298</b>	<b>367</b>	<b>416</b>	<b>2,153</b>	<b>2,227</b>	<b>525</b>	<b>569</b>	<b>590</b>	<b>607</b>	<b>625</b>
<b>Cash Flows from Investing Activities</b>												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-71	-94	-120	-95	-95	-2,110	-2,174	-3,192	-150	-160	-160	-160
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-71</b>	<b>-94</b>	<b>-120</b>	<b>-95</b>	<b>-95</b>	<b>-2,110</b>	<b>-2,174</b>	<b>-3,192</b>	<b>-150</b>	<b>-160</b>	<b>-160</b>	<b>-160</b>
<b>Cash Flows from Financing Activities</b>												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	0	0	0	1,500	0	0	0	0	0
<u>Payments:</u>												
Borrowings and advances	0	0	0	0	0	0	-50	-52	-54	-56	-56	-61
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>-52</b>	<b>-54</b>	<b>-56</b>	<b>-56</b>	<b>-61</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>100</b>	<b>156</b>	<b>178</b>	<b>272</b>	<b>321</b>	<b>43</b>	<b>1,503</b>	<b>(2,719)</b>	<b>365</b>	<b>374</b>	<b>391</b>	<b>404</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	1,848	1,948	2,104	2,283	2,554	2,876	2,919	4,423	1,704	2,068	2,442	2,834
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,948</b>	<b>2,104</b>	<b>2,283</b>	<b>2,554</b>	<b>2,876</b>	<b>2,919</b>	<b>4,423</b>	<b>1,704</b>	<b>2,068</b>	<b>2,442</b>	<b>2,834</b>	<b>3,238</b>

## Special Rate Variation Scenario

As is demonstrated in the following model operating revenue is adequately meeting operating expenditure, resulting in a consolidated surplus of \$556,000 a year on average, (deficit of \$59,000 excluding Capital Grants)

The following budget statements demonstrate the impact of a 9.0% increase in the 2016/17 and 8.5% in both the 2017/18 and 2018/19 financial years. The cumulative effect of this increase is a 28.32% increase in General income. This additional income could see Council's consolidated operating deficit reduced significantly in 2017/18 through to 2018/19 and a surplus result in the 2019/20 financial year and onwards.

The Base Case Scenario is based on the assumptions in this Plan and capital expenditure of approximately \$2.5 million annually and will see forecasted cash reserves (both restricted and unrestricted) at the end of the 10 year period of \$14.04mil comprising \$6.19mil General, \$4.63mil Water and \$3.22mil Sewer.

This Scenario allows Council to continue current programs while ensuring that adequate funding is available for infrastructure and other asset maintenance and renewal.

## Bombala Council - Long Term Financial Plan

Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - CONSOLIDATED</b>												
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	3,314	3,411	3,620	3,927	4,228	4,540	4,658	4,780	4,904	5,031	5,162	5,297
User Charges & Fees	1,791	697	704	711	716	729	743	756	771	785	799	814
Interest & Investment Revenue	433	283	300	317	335	352	369	386	401	416	430	442
Other Revenues	436	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,041	4,055	4,058	3,767	3,855	3,928	4,003	4,080	4,176	4,257	4,357	4,443
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	2,000	2,000	250	250	250	250	250
<b>Other Income:</b>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>10,370</b>	<b>8,952</b>	<b>9,440</b>	<b>9,333</b>	<b>9,748</b>	<b>11,916</b>	<b>12,144</b>	<b>10,626</b>	<b>10,880</b>	<b>11,120</b>	<b>11,383</b>	<b>11,635</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	3,740	3,266	3,352	3,441	3,529	3,613	3,701	3,790	3,881	3,974	4,070	4,168
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Materials & Contracts	4,371	2,404	2,300	2,368	2,409	2,462	2,524	2,598	2,637	2,686	2,801	2,882
Depreciation, Amortisation & Impairment	2,668	2,659	2,735	2,756	2,747	2,799	2,820	2,913	2,935	2,957	3,014	3,014
Other Expenses	1,102	1,086	941	961	983	1,006	1,029	1,053	1,077	1,102	1,127	1,153
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>11,891</b>	<b>9,425</b>	<b>9,338</b>	<b>9,536</b>	<b>9,685</b>	<b>9,899</b>	<b>10,093</b>	<b>10,372</b>	<b>10,601</b>	<b>10,787</b>	<b>11,076</b>	<b>11,278</b>
<b>Operating Result from Continuing Operations</b>	<b>-1,521</b>	<b>-473</b>	<b>102</b>	<b>-203</b>	<b>63</b>	<b>2,017</b>	<b>2,051</b>	<b>254</b>	<b>279</b>	<b>333</b>	<b>307</b>	<b>357</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>												
	-1,718	-660	-298	-453	-187	17	51	4	29	83	57	107

Bombala Council - Long Term Financial Plan  
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - CONSOLIDATED												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,310	8,962	9,259	9,497	9,919	10,115	11,961	10,128	11,078	12,007	12,976	14,042
Receivables	1,853	1,343	1,416	1,400	1,462	1,787	1,822	1,594	1,632	1,668	1,707	1,745
Inventories	304	257	243	245	248	293	301	321	263	272	278	280
Other	33	28	26	26	27	32	32	35	28	29	30	30
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>11,500</b>	<b>10,589</b>	<b>10,945</b>	<b>11,168</b>	<b>11,657</b>	<b>12,228</b>	<b>14,116</b>	<b>12,078</b>	<b>13,001</b>	<b>13,976</b>	<b>14,991</b>	<b>16,097</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	143,375	146,368	148,831	151,185	153,550	157,961	162,452	167,700	169,913	172,334	174,728	177,059
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>143,479</b>	<b>146,446</b>	<b>148,883</b>	<b>151,211</b>	<b>153,550</b>	<b>157,961</b>	<b>162,452</b>	<b>167,700</b>	<b>169,913</b>	<b>172,334</b>	<b>174,728</b>	<b>177,059</b>
<b>TOTAL ASSETS</b>	<b>154,979</b>	<b>157,035</b>	<b>159,827</b>	<b>162,379</b>	<b>165,207</b>	<b>170,189</b>	<b>176,569</b>	<b>179,778</b>	<b>182,914</b>	<b>186,310</b>	<b>189,719</b>	<b>193,156</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	733	620	586	590	598	707	725	775	634	655	669	674
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
<b>Total Current Liabilities</b>	<b>1,829</b>	<b>1,599</b>	<b>1,592</b>	<b>1,623</b>	<b>1,657</b>	<b>1,791</b>	<b>1,835</b>	<b>1,912</b>	<b>1,798</b>	<b>1,848</b>	<b>1,890</b>	<b>1,924</b>
<b>Non-Current Liabilities</b>												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
<b>Total Non-Current Liabilities</b>	<b>220</b>	<b>240</b>	<b>265</b>	<b>292</b>	<b>322</b>	<b>354</b>	<b>1,841</b>	<b>1,828</b>	<b>1,818</b>	<b>1,811</b>	<b>1,808</b>	<b>1,806</b>
<b>TOTAL LIABILITIES</b>	<b>2,049</b>	<b>1,840</b>	<b>1,857</b>	<b>1,914</b>	<b>1,979</b>	<b>2,145</b>	<b>3,676</b>	<b>3,740</b>	<b>3,616</b>	<b>3,658</b>	<b>3,698</b>	<b>3,730</b>
<b>Net Assets</b>	<b>152,930</b>	<b>155,196</b>	<b>157,971</b>	<b>160,465</b>	<b>163,228</b>	<b>168,043</b>	<b>172,893</b>	<b>176,038</b>	<b>179,298</b>	<b>182,651</b>	<b>186,021</b>	<b>189,427</b>
<b>EQUITY</b>												
Retained Earnings	128,488	128,900	131,676	133,191	134,940	138,702	142,460	144,473	146,558	148,694	150,799	152,895
Revaluation Reserves	24,442	26,295	26,295	27,274	28,288	29,341	30,433	31,565	32,740	33,958	35,222	36,532
<b>Total Equity</b>	<b>152,930</b>	<b>155,196</b>	<b>157,971</b>	<b>160,465</b>	<b>163,228</b>	<b>168,043</b>	<b>172,893</b>	<b>176,038</b>	<b>179,298</b>	<b>182,651</b>	<b>186,021</b>	<b>189,427</b>

Bombala Council - Long Term Financial Plan  
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Statement of Cash Flows - CONSOLIDATED</b>												
<b>Cash Flows from Operating Activities</b>												
<u>Receipts:</u>												
Rates & Annual Charges	3,254	3,605	3,592	3,934	4,201	4,416	4,645	4,882	4,887	5,015	5,144	5,280
User Charges & Fees	1,952	737	699	712	711	709	741	772	768	782	796	811
Investment & Interest Revenue Received	372	299	298	318	333	342	368	394	400	415	429	441
Grants & Contributions	4,776	4,484	4,423	4,024	4,079	5,766	5,986	4,423	4,411	4,492	4,591	4,678
Other	104	337	355	362	362	357	370	382	377	380	384	388
<u>Payments:</u>												
Employee Benefits & On-Costs	-3,554	-3,305	-3,364	-3,440	-3,526	-3,573	-3,694	-3,772	-3,933	-3,966	-4,065	-4,166
Materials & Contracts	-4,594	-2,433	-2,308	-2,367	-2,407	-2,435	-2,519	-2,586	-2,672	-2,681	-2,797	-2,881
Borrowing Costs	10	10	10	10	17	19	19	18	71	68	64	61
Other	-762	-1,099	-944	-961	-982	-995	-1,027	-1,048	-1,091	-1,100	-1,126	-1,153
<b>Net Cash provided (or used in) Operating Activities</b>	<b>1,558.00</b>	<b>2,635</b>	<b>2,760</b>	<b>2,592</b>	<b>2,788</b>	<b>4,607</b>	<b>4,888</b>	<b>3,466</b>	<b>3,217</b>	<b>3,406</b>	<b>3,420</b>	<b>3,458</b>
<b>Cash Flows from Investing Activities</b>												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,959	-3,125	-2,536	-2,420	-2,436	-4,425	-4,596	-5,325	-2,231	-2,489	-2,483	-2,370
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-2,662</b>	<b>-2,993</b>	<b>-2,463</b>	<b>-2,355</b>	<b>-2,365</b>	<b>-4,411</b>	<b>-4,492</b>	<b>-5,248</b>	<b>-2,213</b>	<b>-2,421</b>	<b>-2,394</b>	<b>-2,332</b>
<b>Cash Flows from Financing Activities</b>												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	217	126	27	1,528	29	30	31	33	34
<u>Payments:</u>												
Borrowings and advances	0	0	0	-217	-126	-27	-78	-81	-84	-87	-89	-95
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>-52</b>	<b>-54</b>	<b>-56</b>	<b>-56</b>	<b>-61</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(1,104)</b>	<b>(358)</b>	<b>297</b>	<b>237</b>	<b>423</b>	<b>196</b>	<b>1,846</b>	<b>(1,833)</b>	<b>950</b>	<b>929</b>	<b>970</b>	<b>1,066</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	10,424	9,320	8,962	9,259	9,497	9,919	10,115	11,961	10,128	11,078	12,007	12,976
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,320.00</b>	<b>8,962</b>	<b>9,259</b>	<b>9,497</b>	<b>9,919</b>	<b>10,115</b>	<b>11,961</b>	<b>10,128</b>	<b>11,078</b>	<b>12,007</b>	<b>12,976</b>	<b>14,042</b>

## Bombala Council - Long Term Financial Plan

Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - GENERAL FUND</b>												
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	2,450	2,514	2,630	2,851	3,078	3,324	3,405	3,488	3,574	3,661	3,751	3,843
User Charges & Fees	1,655	509	521	524	524	533	541	550	559	568	577	587
Interest & Investment Revenue	297	202	179	184	188	192	196	200	205	209	214	219
Other Revenues	431	319	358	361	364	367	371	374	378	381	385	389
Grants & Contributions provided for Operating Purposes	4,021	4,035	4,037	3,745	3,832	3,905	3,979	4,056	4,151	4,232	4,332	4,416
Grants & Contributions provided for Capital Purposes	197	187	400	250	250	250	250	250	250	250	250	250
<b>Other Income:</b>												
Net gains from the disposal of assets	158	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>9,209</b>	<b>7,766</b>	<b>8,125</b>	<b>7,915</b>	<b>8,236</b>	<b>8,571</b>	<b>8,742</b>	<b>8,918</b>	<b>9,117</b>	<b>9,301</b>	<b>9,509</b>	<b>9,704</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	3,503	3,030	3,100	3,182	3,263	3,342	3,422	3,504	3,589	3,675	3,763	3,854
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Materials & Contracts	3,978	2,026	1,918	1,980	2,016	2,063	2,120	2,188	2,221	2,265	2,374	2,449
Depreciation, Amortisation & Impairment	2,035	2,023	2,107	2,109	2,081	2,113	2,113	2,185	2,186	2,186	2,219	2,219
Other Expenses	1,016	1,017	869	887	907	928	950	972	994	1,017	1,040	1,064
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>10,542</b>	<b>8,106</b>	<b>8,004</b>	<b>8,168</b>	<b>8,284</b>	<b>8,465</b>	<b>8,624</b>	<b>8,867</b>	<b>9,006</b>	<b>9,158</b>	<b>9,410</b>	<b>9,599</b>
<b>Net Operating Result for the Year</b>	<b>-1,333</b>	<b>-340</b>	<b>121</b>	<b>-253</b>	<b>-48</b>	<b>106</b>	<b>118</b>	<b>51</b>	<b>111</b>	<b>143</b>	<b>99</b>	<b>105</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>												
	-1,530	-527	-279	-503	-298	-144	-132	-199	-139	-107	-151	-145

Bombala Council - Long Term Financial Plan  
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - GENERAL FUND												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	5,276	4,674	4,642	4,614	4,595	4,517	4,584	5,162	5,448	5,672	5,900	6,194
Receivables	1,623	1,176	1,240	1,226	1,281	1,565	1,595	1,396	1,429	1,461	1,495	1,529
Inventories	304	224	210	212	214	218	223	222	224	232	237	238
Other	33	24	23	23	23	24	24	24	24	25	25	26
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>7,236</b>	<b>6,097</b>	<b>6,115</b>	<b>6,075</b>	<b>6,113</b>	<b>6,323</b>	<b>6,427</b>	<b>6,804</b>	<b>7,125</b>	<b>7,390</b>	<b>7,658</b>	<b>7,987</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	118,332	121,019	123,215	125,317	127,430	129,574	131,734	133,623	135,513	137,601	139,662	141,655
Intangible Assets	104	78	52	26	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>118,436</b>	<b>121,097</b>	<b>123,267</b>	<b>125,343</b>	<b>127,430</b>	<b>129,574</b>	<b>131,734</b>	<b>133,623</b>	<b>135,513</b>	<b>137,601</b>	<b>139,662</b>	<b>141,655</b>
<b>TOTAL ASSETS</b>	<b>125,672</b>	<b>127,194</b>	<b>129,382</b>	<b>131,418</b>	<b>133,543</b>	<b>135,897</b>	<b>138,161</b>	<b>140,427</b>	<b>142,638</b>	<b>144,991</b>	<b>147,320</b>	<b>149,642</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	731	618	584	588	596	705	723	772	631	653	667	672
Borrowings												
Provisions	1,096	980	1,006	1,032	1,059	1,084	1,110	1,137	1,164	1,192	1,221	1,250
<b>Total Current Liabilities</b>	<b>1,827</b>	<b>1,597</b>	<b>1,590</b>	<b>1,621</b>	<b>1,655</b>	<b>1,789</b>	<b>1,833</b>	<b>1,909</b>	<b>1,796</b>	<b>1,845</b>	<b>1,888</b>	<b>1,922</b>
<b>Non-Current Liabilities</b>												
Payables	2	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	183	257	230	202	173	143	112	79	45
Provisions	218	240	265	292	322	354	391	430	474	523	576	635
<b>Total Non-Current Liabilities</b>	<b>220</b>	<b>240</b>	<b>265</b>	<b>475</b>	<b>579</b>	<b>584</b>	<b>593</b>	<b>603</b>	<b>617</b>	<b>635</b>	<b>655</b>	<b>680</b>
<b>TOTAL LIABILITIES</b>	<b>2,046</b>	<b>1,838</b>	<b>1,855</b>	<b>2,095</b>	<b>2,234</b>	<b>2,373</b>	<b>2,426</b>	<b>2,513</b>	<b>2,413</b>	<b>2,480</b>	<b>2,543</b>	<b>2,602</b>
<b>Net Assets</b>	<b>123,626</b>	<b>125,357</b>	<b>127,527</b>	<b>129,323</b>	<b>131,310</b>	<b>133,524</b>	<b>135,735</b>	<b>137,914</b>	<b>140,225</b>	<b>142,511</b>	<b>144,777</b>	<b>147,040</b>
<b>EQUITY</b>												
Retained Earnings	119,593	121,018	123,188	124,823	126,642	128,683	130,714	132,705	134,823	136,907	138,965	141,013
Revaluation Reserves	4,033	4,339	4,339	4,500	4,668	4,841	5,021	5,208	5,402	5,603	5,812	6,028
<b>Total Equity</b>	<b>123,626</b>	<b>125,357</b>	<b>127,527</b>	<b>129,323</b>	<b>131,310</b>	<b>133,524</b>	<b>135,735</b>	<b>137,914</b>	<b>140,225</b>	<b>142,511</b>	<b>144,777</b>	<b>147,040</b>

Bombala Council - Long Term Financial Plan  
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Cash Flows - GENERAL FUND												
<b>Cash Flows from Operating Activities</b>												
<u>Receipts:</u>												
Rates & Annual Charges	2,519	2,657	2,610	2,856	3,058	3,233	3,395	3,563	3,561	3,649	3,738	3,831
User Charges & Fees	1,856	538	517	525	521	518	539	562	557	566	575	585
Investment & Interest Revenue Received	262	214	178	184	187	187	195	204	204	208	213	218
Grants & Contributions	4,754	4,462	4,403	4,002	4,056	4,042	4,217	4,398	4,386	4,467	4,566	4,651
Other	99	337	355	362	362	357	370	382	377	380	384	388
<u>Payments:</u>												
Employee Benefits & On-Costs	-3,210	-3,066	-3,111	-3,181	-3,260	-3,305	-3,416	-3,487	-3,637	-3,668	-3,758	-3,853
Materials & Contracts	-4,293	-2,050	-1,925	-1,979	-2,014	-2,040	-2,116	-2,178	-2,251	-2,260	-2,371	-2,448
Borrowing Costs	10	10	10	10	17	19	19	18	16	15	14	13
Other	-761	-1,029	-872	-887	-906	-918	-948	-967	-1,007	-1,015	-1,039	-1,064
<b>Net Cash provided (or used in) Operating Activities</b>	<b>1,236</b>	<b>2,072</b>	<b>2,164</b>	<b>1,892</b>	<b>2,020</b>	<b>2,093</b>	<b>2,256</b>	<b>2,495</b>	<b>2,206</b>	<b>2,343</b>	<b>2,322</b>	<b>2,321</b>
<b>Cash Flows from Investing Activities</b>												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	297	132	73	65	71	14	105	78	18	68	89	38
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-2,826	-2,819	-2,269	-2,168	-2,184	-2,158	-2,265	-1,966	-1,908	-2,156	-2,150	-2,032
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-2,529</b>	<b>-2,687</b>	<b>-2,196</b>	<b>-2,103</b>	<b>-2,113</b>	<b>-2,144</b>	<b>-2,161</b>	<b>-1,889</b>	<b>-1,890</b>	<b>-2,088</b>	<b>-2,061</b>	<b>-1,994</b>
<b>Cash Flows from Financing Activities</b>												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	200	100	0	0	0	0	0	0	0
<u>Payments:</u>												
Borrowings and advances	0	0	0	-17	-26	-27	-28	-29	-30	-31	-33	-34
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>183</b>	<b>74</b>	<b>-27</b>	<b>-28</b>	<b>-29</b>	<b>-30</b>	<b>-31</b>	<b>-33</b>	<b>-34</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(1,293)</b>	<b>(614)</b>	<b>(32)</b>	<b>(27)</b>	<b>(19)</b>	<b>(78)</b>	<b>67</b>	<b>578</b>	<b>286</b>	<b>224</b>	<b>228</b>	<b>294</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	6,581	5,288	4,674	4,642	4,614	4,595	4,517	4,584	5,162	5,448	5,672	5,900
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>5,288</b>	<b>4,674</b>	<b>4,642</b>	<b>4,614</b>	<b>4,595</b>	<b>4,517</b>	<b>4,584</b>	<b>5,162</b>	<b>5,448</b>	<b>5,672</b>	<b>5,900</b>	<b>6,194</b>



## Bombala Council - Long Term Financial Plan

Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - WATER FUND</b>												
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	444	461	486	511	526	542	559	576	593	611	629	648
User Charges & Fees	134	176	170	174	178	183	187	192	197	202	207	212
Interest & Investment Revenue	67	39	59	68	81	93	104	114	123	132	139	145
Other Revenues	5	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	11	11	11	11	12	12	12	13	13	13	14
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Income:</b>												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>660</b>	<b>687</b>	<b>726</b>	<b>764</b>	<b>796</b>	<b>830</b>	<b>862</b>	<b>894</b>	<b>926</b>	<b>958</b>	<b>988</b>	<b>1,019</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	145	144	144	148	152	155	159	163	167	171	175	180
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	248	220	229	233	236	240	244	247	251	255	259	263
Depreciation, Amortisation & Impairment	276	278	272	280	288	297	306	315	324	334	344	344
Other Expenses	66	42	48	49	51	52	53	54	56	57	58	60
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>735</b>	<b>684</b>	<b>693</b>	<b>710</b>	<b>727</b>	<b>744</b>	<b>762</b>	<b>779</b>	<b>798</b>	<b>817</b>	<b>836</b>	<b>847</b>
<b>Net Operating Result for the Year</b>	<b>-75</b>	<b>3</b>	<b>33</b>	<b>54</b>	<b>69</b>	<b>86</b>	<b>100</b>	<b>115</b>	<b>128</b>	<b>141</b>	<b>152</b>	<b>172</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>	<b>-75</b>	<b>3</b>	<b>33</b>	<b>54</b>	<b>69</b>	<b>86</b>	<b>100</b>	<b>115</b>	<b>128</b>	<b>141</b>	<b>152</b>	<b>172</b>

Bombala Council - Long Term Financial Plan  
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - WATER FUND												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	2,085	2,188	2,339	2,334	2,456	2,691	2,966	3,280	3,579	3,910	4,263	4,632
Receivables	199	144	152	150	157	192	196	171	175	179	184	188
Inventories	0	18	17	18	18	18	19	19	20	20	21	21
Other	0	2	2	2	2	2	2	2	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>2,284</b>	<b>2,353</b>	<b>2,510</b>	<b>2,505</b>	<b>2,633</b>	<b>2,904</b>	<b>3,183</b>	<b>3,473</b>	<b>3,777</b>	<b>4,112</b>	<b>4,470</b>	<b>4,843</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	183	257	230	202	173	143	112	79	45
Infrastructure, Property, Plant & Equipment	11,476	11,688	11,835	11,992	12,149	12,306	12,463	12,630	12,803	12,976	13,149	13,327
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>11,476</b>	<b>11,688</b>	<b>11,835</b>	<b>11,992</b>	<b>12,149</b>	<b>12,306</b>	<b>12,463</b>	<b>12,630</b>	<b>12,803</b>	<b>12,976</b>	<b>13,149</b>	<b>13,327</b>
<b>TOTAL ASSETS</b>	<b>13,760</b>	<b>14,041</b>	<b>14,346</b>	<b>14,497</b>	<b>14,782</b>	<b>15,210</b>	<b>15,647</b>	<b>16,103</b>	<b>16,580</b>	<b>17,088</b>	<b>17,619</b>	<b>18,171</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	2	2	2	2	2	2	2	3	2	2	2	2
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Non-Current Liabilities</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Net Assets</b>	<b>13,758</b>	<b>14,039</b>	<b>14,344</b>	<b>14,495</b>	<b>14,781</b>	<b>15,208</b>	<b>15,644</b>	<b>16,101</b>	<b>16,578</b>	<b>17,086</b>	<b>17,617</b>	<b>18,168</b>
<b>EQUITY</b>												
Retained Earnings	4,614	4,203	4,507	4,293	4,199	4,232	4,260	4,293	4,331	4,383	4,442	4,503
Revaluation Reserves	9,143	9,836	9,836	10,202	10,582	10,976	11,384	11,808	12,247	12,703	13,176	13,666
<b>Total Equity</b>	<b>13,758</b>	<b>14,039</b>	<b>14,344</b>	<b>14,495</b>	<b>14,781</b>	<b>15,208</b>	<b>15,644</b>	<b>16,101</b>	<b>16,578</b>	<b>17,086</b>	<b>17,617</b>	<b>18,168</b>

# Bombala Council - Long Term Financial Plan

Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Statement of Cash Flows - WATER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<u>Receipts:</u>												
Rates & Annual Charges	370	487	482	512	523	527	557	588	591	609	627	646
User Charges & Fees	95	186	169	174	177	178	186	196	196	201	206	211
Investment & Interest Revenue Received	60	41	59	68	80	90	104	116	123	132	139	145
Grants & Contributions	11	12	11	11	11	12	12	12	13	13	13	14
Other	5	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Employee Benefits & On-Costs	-174	-146	-145	-148	-152	-153	-159	-162	-169	-171	-175	-180
Materials & Contracts	-216	-223	-230	-233	-236	-237	-244	-246	-254	-254	-259	-263
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	-43	-48	-49	-51	-51	-53	-54	-57	-57	-58	-60
<b>Net Cash provided (or used in) Operating Activities</b>	<b>151</b>	<b>315</b>	<b>298</b>	<b>335</b>	<b>352</b>	<b>365</b>	<b>404</b>	<b>451</b>	<b>442</b>	<b>473</b>	<b>493</b>	<b>513</b>
<b>Cash Flows from Investing Activities</b>												
<u>Receipts:</u>												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>												
Purchase of Infrastructure, Property, Plant & Equipment	-62	-212	-147	-157	-157	-157	-157	-167	-173	-173	-173	-178
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-62</b>	<b>-212</b>	<b>-147</b>	<b>-157</b>	<b>-157</b>	<b>-157</b>	<b>-157</b>	<b>-167</b>	<b>-173</b>	<b>-173</b>	<b>-173</b>	<b>-178</b>
<b>Cash Flows from Financing Activities</b>												
<u>Receipts:</u>												
Borrowings and advances	0	0	0	17	26	27	28	29	30	31	33	34
<u>Payments:</u>												
Borrowings and advances	0	0	0	-200	-100	0	0	0	0	0	0	0
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-183</b>	<b>-74</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	<b>33</b>	<b>34</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>90</b>	<b>103</b>	<b>151</b>	<b>(5)</b>	<b>121</b>	<b>235</b>	<b>275</b>	<b>313</b>	<b>299</b>	<b>331</b>	<b>353</b>	<b>369</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	1,995	2,085	2,188	2,339	2,334	2,456	2,691	2,966	3,280	3,579	3,910	4,263
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,085</b>	<b>2,188</b>	<b>2,339</b>	<b>2,334</b>	<b>2,456</b>	<b>2,691</b>	<b>2,966</b>	<b>3,280</b>	<b>3,579</b>	<b>3,910</b>	<b>4,263</b>	<b>4,632</b>

## Bombala Council - Long Term Financial Plan

Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Income Statement - SEWER FUND</b>												
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	420	436	503	565	623	674	695	716	737	759	782	806
User Charges & Fees	2	12	13	13	13	14	14	15	15	15	16	16
Interest & Investment Revenue	68	43	63	65	67	68	70	72	73	75	77	79
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	10	10	10	11	11	11	11	12	12	12	13	13
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	1,750	1,750	0	0	0	0	0
<b>Other Income:</b>												
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>500</b>	<b>501</b>	<b>589</b>	<b>654</b>	<b>714</b>	<b>2,517</b>	<b>2,540</b>	<b>815</b>	<b>837</b>	<b>861</b>	<b>888</b>	<b>914</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	92	92	108	111	114	117	119	122	125	128	132	135
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Materials & Contracts	145	157	153	155	157	159	161	163	165	167	169	171
Depreciation, Amortisation & Impairment	357	358	357	367	378	390	401	413	425	438	451	451
Other Expenses	20	27	24	25	25	26	27	27	28	29	29	30
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>614</b>	<b>634</b>	<b>642</b>	<b>658</b>	<b>674</b>	<b>692</b>	<b>708</b>	<b>725</b>	<b>798</b>	<b>815</b>	<b>831</b>	<b>835</b>
<b>Net Operating Result for the Year</b>	<b>-114</b>	<b>-133</b>	<b>-53</b>	<b>-4</b>	<b>40</b>	<b>1,825</b>	<b>1,832</b>	<b>90</b>	<b>39</b>	<b>46</b>	<b>57</b>	<b>79</b>
<b>Net Operating Result for the year before Grants and Contributions Provided for Capital Purposes</b>	<b>-114</b>	<b>-133</b>	<b>-53</b>	<b>-4</b>	<b>40</b>	<b>75</b>	<b>82</b>	<b>90</b>	<b>39</b>	<b>46</b>	<b>57</b>	<b>79</b>

Bombala Council - Long Term Financial Plan  
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Statement of Financial Position - SEWER FUND												
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,949	2,104	2,283	2,552	2,870	2,910	4,413	1,690	2,053	2,425	2,815	3,217
Receivables	31	22	24	23	24	30	30	27	27	28	28	29
Inventories	0	15	16	15	16	57	59	80	19	20	20	20
Other	0	2	2	2	2	6	6	9	2	2	2	2
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>1,980</b>	<b>2,143</b>	<b>2,323</b>	<b>2,592</b>	<b>2,912</b>	<b>3,004</b>	<b>4,508</b>	<b>1,806</b>	<b>2,102</b>	<b>2,475</b>	<b>2,865</b>	<b>3,268</b>
<b>Non-Current Assets</b>												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	13,567	13,661	13,781	13,876	13,971	16,081	18,255	21,447	21,597	21,757	21,917	22,077
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>13,567</b>	<b>13,661</b>	<b>13,781</b>	<b>13,876</b>	<b>13,971</b>	<b>16,081</b>	<b>18,255</b>	<b>21,447</b>	<b>21,597</b>	<b>21,757</b>	<b>21,917</b>	<b>22,077</b>
<b>TOTAL ASSETS</b>	<b>15,547</b>	<b>15,804</b>	<b>16,104</b>	<b>16,468</b>	<b>16,883</b>	<b>19,084</b>	<b>22,763</b>	<b>23,252</b>	<b>23,699</b>	<b>24,232</b>	<b>24,782</b>	<b>25,345</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non-Current Liabilities</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	1,450	1,398	1,344	1,288	1,232	1,171
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>1,398</b>	<b>1,344</b>	<b>1,288</b>	<b>1,232</b>	<b>1,171</b>
<b>TOTAL LIABILITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>1,398</b>	<b>1,344</b>	<b>1,288</b>	<b>1,232</b>	<b>1,171</b>
<b>Net Assets</b>	<b>15,547</b>	<b>15,804</b>	<b>16,104</b>	<b>16,468</b>	<b>16,883</b>	<b>19,084</b>	<b>21,313</b>	<b>21,854</b>	<b>22,355</b>	<b>22,944</b>	<b>23,550</b>	<b>24,174</b>
<b>EQUITY</b>												
Retained Earnings	4,281	3,684	3,984	3,897	3,844	5,560	7,286	7,305	7,264	7,292	7,316	7,335
Revaluation Reserves	11,266	12,120	12,120	12,571	13,039	13,524	14,027	14,549	15,090	15,652	16,234	16,838
<b>Total Equity</b>	<b>15,547</b>	<b>15,804</b>	<b>16,104</b>	<b>16,468</b>	<b>16,883</b>	<b>19,084</b>	<b>21,313</b>	<b>21,854</b>	<b>22,355</b>	<b>22,944</b>	<b>23,550</b>	<b>24,174</b>

Bombala Council - Long Term Financial Plan  
Scenario: Special Variation Case

	Actual	Revised Budget	Projections									
\$ '000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Statement of Cash Flows - SEWER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	365	461	499	566	619	656	693	731	734	757	779	803
User Charges & Fees	1	13	13	13	13	14	14	15	15	15	16	16
Investment & Interest Revenue Received	50	45	63	65	67	66	70	74	73	75	77	79
Grants & Contributions	11	11	10	11	11	1,713	1,756	12	12	12	13	13
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>												
Employee Benefits & On-Costs	-170	-93	-108	-111	-114	-116	-119	-121	-127	-128	-132	-135
Materials & Contracts	-85	-159	-154	-155	-157	-157	-161	-162	-167	-167	-169	-171
Borrowing Costs	0	0	0	0	0	0	0	0	55	53	50	48
Other	-1	-27	-24	-25	-25	-26	-27	-27	-28	-29	-29	-30
<b>Net Cash provided (or used in) Operating Activities</b>	<b>171</b>	<b>250</b>	<b>298</b>	<b>364</b>	<b>414</b>	<b>2,150</b>	<b>2,226</b>	<b>522</b>	<b>567</b>	<b>588</b>	<b>605</b>	<b>623</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>												
Purchase of Infrastructure, Property, Plant & Equipment	-71	-94	-120	-95	-95	-2,110	-2,174	-3,192	-150	-160	-160	-160
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-71</b>	<b>-94</b>	<b>-120</b>	<b>-95</b>	<b>-95</b>	<b>-2,110</b>	<b>-2,174</b>	<b>-3,192</b>	<b>-150</b>	<b>-160</b>	<b>-160</b>	<b>-160</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Borrowings and advances	0	0	0	0	0	0	1,500	0	0	0	0	0
<b>Payments:</b>												
Borrowings and advances	0	0	0	0	0	0	-50	-52	-54	-56	-56	-61
<b>Net Cash provided (or used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,450</b>	<b>-52</b>	<b>-54</b>	<b>-56</b>	<b>-56</b>	<b>-61</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>100</b>	<b>156</b>	<b>178</b>	<b>269</b>	<b>319</b>	<b>40</b>	<b>1,502</b>	<b>(2,722)</b>	<b>363</b>	<b>372</b>	<b>389</b>	<b>402</b>
plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	1,848	1,948	2,104	2,283	2,552	2,870	2,910	4,413	1,690	2,053	2,425	2,815
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,948</b>	<b>2,104</b>	<b>2,283</b>	<b>2,552</b>	<b>2,870</b>	<b>2,910</b>	<b>4,413</b>	<b>1,690</b>	<b>2,053</b>	<b>2,425</b>	<b>2,815</b>	<b>3,217</b>

# Sensitivity Analysis

Council's adopted Long Term Financial plan is based on several assumptions, some of these assumptions will have relatively little impact on overall financial performance and position and others will have major impacts. The table below analyses the sensitivity of some of those assumptions.

Assumption	Movement	Likelihood	Impact on Operating Result
Financial Assistance Grant	Increase by 1%	Moderate	Operating Result improves by \$18,000 in the first year
	Increase by 10%	Low	Operating Result improves by \$184,000 in the first year
Employee Costs	Increase by 1%	Moderate	Operating Result worsens by \$34,000 in the first year
	Increase by 10%	Low	Operating Result decreases by \$335,000 in the first year
Interest Rates on Investments	Increase by 1%	Low	Operating Result improves by \$100,000 in the first year
	Increase by 10%	Low	Operating Result improves by \$1,000,000 in the first year

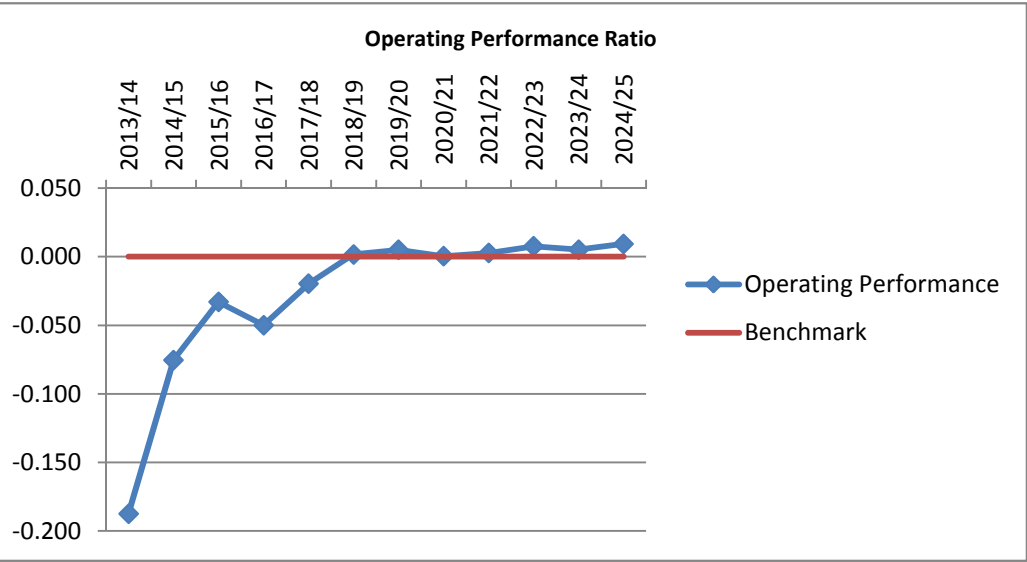
# Performance Monitoring

Council has used the following financial indicators or ratios as measures of performance;

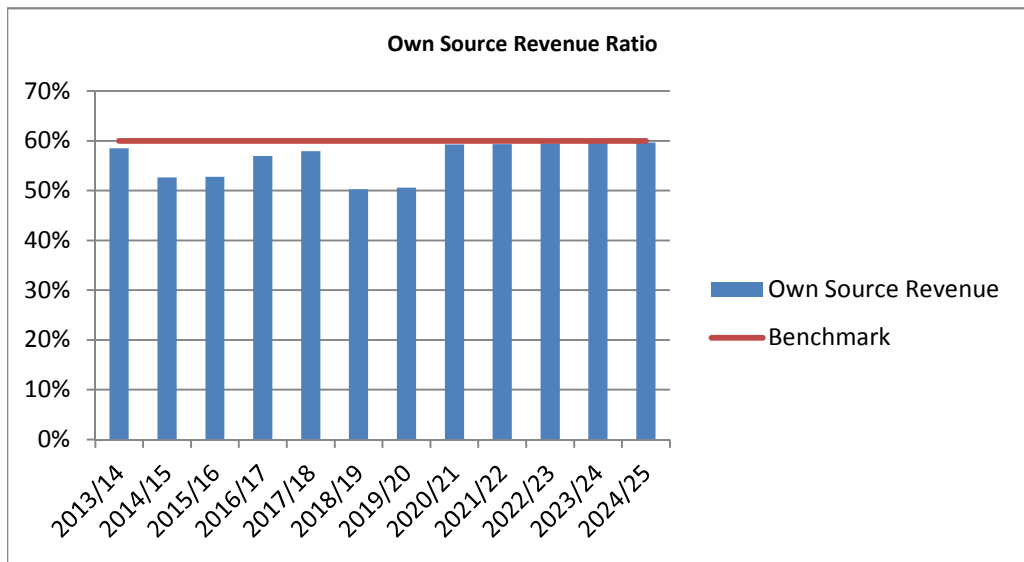
Ratio	
<b>Operating Performance Ratio</b>	<p>This ratio measures Council's achievement of containing operating expenditure within operating revenue. The benchmark is &gt; negative 4%</p> $\frac{\text{Operating revenue (excl. capital grants \& contributions)} - \text{operating expenses}}{\text{Operating revenue (excl. capital grants \& contributions)}}$
<b>Own Source Operating Revenue Ratio</b>	<p>This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. It should be noted that operating grants and contributions represent approximately 40% of Council's Operating Revenue</p> $\frac{\text{Total continuing operating revenue (less ALL grants \& contributions)}}{\text{Total continuing operating revenue}}$
<b>Building &amp; Infrastructure Asset Renewal</b>	<p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating</p> $\frac{\text{Asset Renewals (Building \& Infrastructure)}}{\text{Depreciation, Amortisation \& Impairment}}$



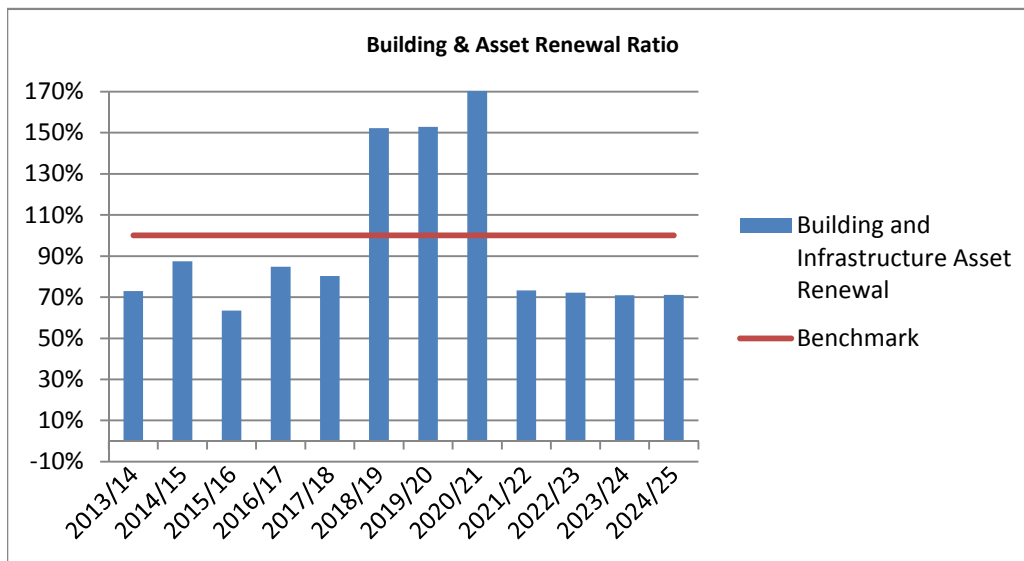
The following graphs demonstrate the movement in these ratios over the 10 year term of the Proposed Long Term Financial Plan (Special Variation Scenario), but also include the actual results from the 2013/14 Financial year and the revised budget for the 2014/15 financial year.



Council’s operating performance will only improve if revenue is increased or services and programs are reduced. This Scenario provides services and programs at current levels in the future following a special variation increase in general income, roughly meeting the benchmark in 2018/19.



This graph clearly demonstrates the need for a special variation to general income as our own source revenue is currently falling behind the benchmark. Council is exposed to significant risk of income fluctuations due to the uncertainty of ongoing operating grant funding.



This ratio demonstrates that infrastructure assets are depreciating at a rate greater than they are currently being renewed. Council is currently in the process of a review of the Asset Management Plan so that cash reserves can be strategically allocated to infrastructure projects to achieve optimal community benefits. The sharp increase in the 2018/19 year to 2020/21 year is due to major Capital upgrade of the Sewer infrastructure.