



Long Term Financial Plan 2014-2024 (LTFP)



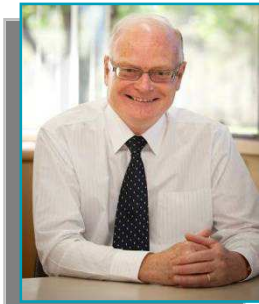
WAKOOL
SHIRE
COUNCIL
naturally

Contents

Table of Contents.....	3
Message from the Mayor and General Manager	5
Introduction	6
Vision	7
Strategic Planning Framework.....	8
Long Term Financial Planning - Statutory Framework	10
Current Financial Position	11
Projections & Assumptions	12
Revenue Forecasts.....	18
Expenditure Forecasts	27
Capital Works Program.....	33
Performance Measures	44
Sensitivity Analysis	45
Financial Models	46
Scenario 1	51
Scenario 2.....	64
Scenario 3.....	71
Scenario 4.....	78

(BLANK PAGE)

Message from the Mayor & General Manager



Bruce Graham
General Manager

Vision 2023 – our Community Strategic Plan – is our community's long term vision for the Shire and was first adopted by Council on 21st March 2012. It is now the overarching plan for Council and is our opportunity to look ahead and address the issues that our community have told us are important.

Council is required to develop a Delivery Program and an Operational Plan in order to implement *Vision 2023*. This *Combined Delivery Program 2013-2017 and Operational Plan 2014-2015* addresses the objectives and strategies of *Vision 2023* and identifies the principal activities that Council will undertake in response to them.



Cr Neil Gorey
Mayor

Vision 2023, the Delivery Program and the Operational Plan have been developed to the background of an ever-changing natural environment along with some major political influences. We are most concerned about the next steps in the Commonwealth's ongoing water reform process with the adoption of the *Murray-Darling Basin Plan* and the potential for negative impacts on the Shire of Wakool. Despite these difficulties, constructive links have been established with the NSW State Government.

Council has had to change its *Combined Delivery Program 2013-2017 and Operational Plan 2014-2015* in light of the Federal Government's budget announcement in May 2014 that there will be a freeze on the indexation of Local Government Financial Assistance Grants (FAGs) for the next three years. The compounding effect on Council's 10-year Long Term Financial Plan is a \$3.2 million reduction in revenue.

In the short term, Council will freeze expenditure on maintenance at 2013/2014 levels and will review Council operations across the board. No major changes to the organisation structure are planned.

In the longer term, we will be looking at a Special Rate Variation, starting from the 2015/2016 financial year. This must be done through a community consultation process and an application to the Independent Pricing and Regulatory Tribunal (IPART). This consultation process will start in the next couple of months.

Another factor weighing into Council's visions is the extensive review of the NSW Local Government sector that is currently underway and generating state-wide attention. It is our goal to stay on the front foot to ensure our Shire is well placed in the fluid situation this review presents. We are committed to ensuring that our focus remains on the Wakool Shire community and delivering the best possible local services for local people.

Introduction

This *Long Term Financial Plan (LTFP)* is a requirement under the Integrated Planning and Reporting Framework (IP&R) for NSW Local Government and is an important component of Council's strategic planning process. With the *LTFP*, Council can assess its ability to provide specific levels of service to the community given its revenue capacity over a long term. It has been prepared over a ten year term and was compiled with Council's and the local community's goals and objectives in mind. It is a dynamic document and will be updated each year. It is the point where long term community aspirations and goals are tested against financial realities. It is also where Council and the community can decide what resources are needed to influence and work with other parties so that they might deliver on responsibilities.

The *LTFP* is a decision-making and problem-solving tool. It is not intended that it be set in concrete – it is a guide for future action. The modelling that has occurred in preparing the plan will help Council to weather unexpected events, and allow it to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The longer the planning horizon, the more general the *LTFP* becomes. For example, the 10th year of the *LTFP* is not supported with the same level of specific detail in Council's IP&R documentation as the initial years. As decisions are made, more detail can be added to the *LTFP*. Finalisation of Council's *Combined Delivery Program 2013-2017 and Operational Plan 2014-2015*, firms up the first four years of the *LTFP*. The following diagram shows the relationships.

Financial sustainability is one of Council's primary goals. Achievement of this goal is complicated by an ageing infrastructure network, cost shifting from other levels of government, uncertainty of grant funding over the long term, and cost pressures, including Industrial Award increases, and inflation that at times are greater than the permissible rate-peg increase.

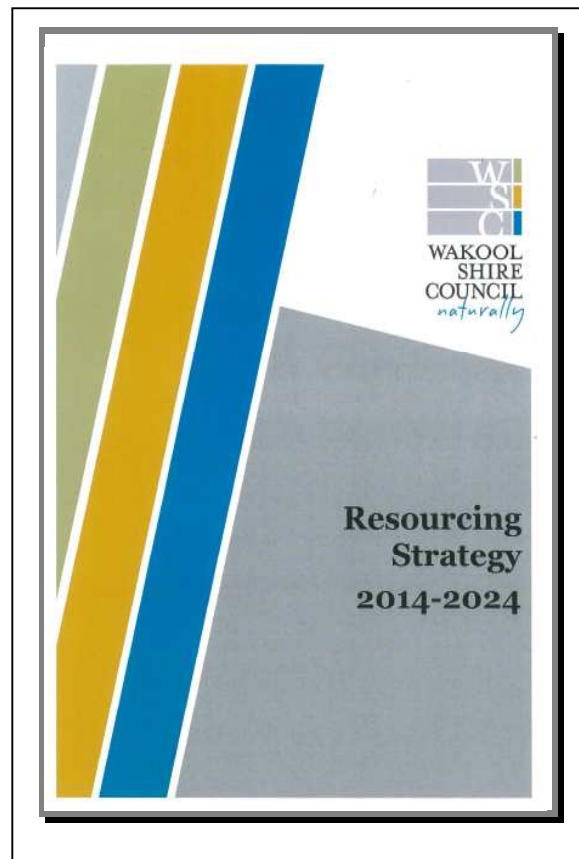
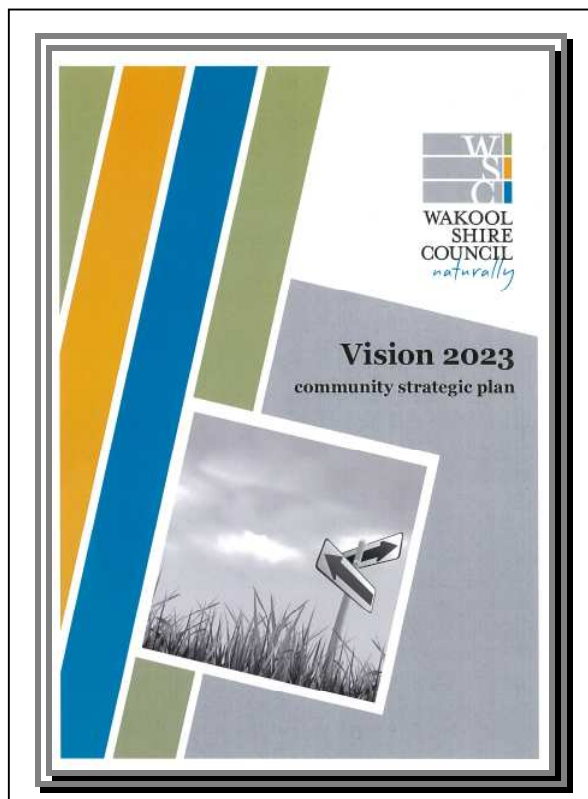
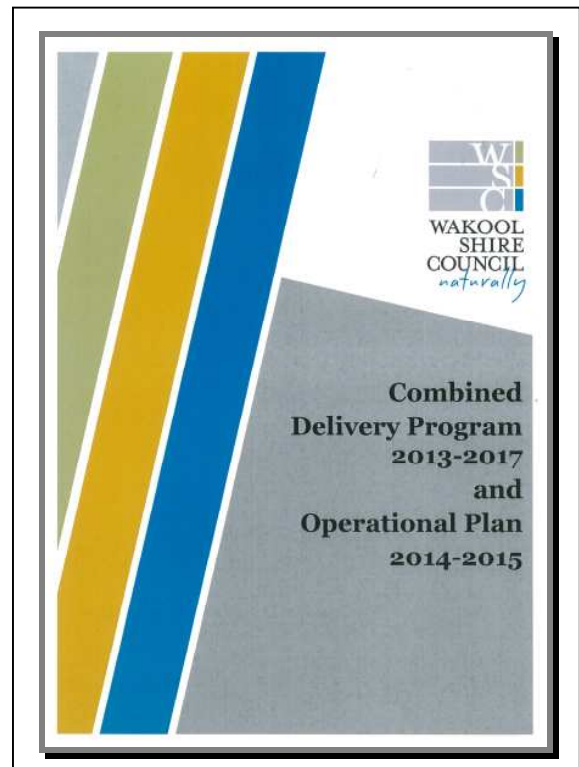
Our Vision



Our Strategic Planning Framework

This *Long Term Financial Plan* should be read in conjunction with Council's other strategic planning framework documents which are contained in these documents that are available on our website at: -

www.wakool.nsw.gov.au



Long Term Financial Plan - Part of the Resourcing Strategy

The Resourcing Strategy consists of three components:

- **Long Term Financial Plan**
- Workforce Management Plan
- Asset Management Plans

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan. Some issues will clearly be Council's responsibility, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals.

Long Term Financial Planning

Statutory Framework

s.403 - Local Government Act 1993: -

“Resourcing strategy

- (1) A council must have a long-term strategy (called its “**resourcing strategy**”) for the provision of the resources required to implement the strategies established by the community strategic plan that the council is responsible for.*
- (2) The resourcing strategy is to include long-term financial planning, workforce management planning and asset management planning.”*

Integrated Planning and Reporting Guidelines:-

- Each council must prepare a *LTFP*.
- The *LTFP* must be used to inform decision making during the finalisation of the *Community Strategic Plan* and the development of the *Delivery Program*.
- The *LTFP* must be for a minimum of 10 years.
- The *LTFP* must include: -
 - Planning assumptions used to develop the plan.
 - Projected income and expenditure, balance sheet and cashflow statement.
 - Sensitivity analysis (factors/assumptions most likely to affect the plan).
 - Financial modelling for different scenarios.
 - Methods of monitoring financial performance.
- The *LTFP* must be updated at least annually as part of the development of the *Operational Plan*.
- The *LTFP* must be reviewed in detail as part of the four yearly review of the *Community Strategic Plan*.
- The *LTFP* process is built on four foundations:
 - Planning assumptions
 - Revenue forecasts
 - Expenditure forecasts
 - Sensitivity analysis.

Current Financial Position

Council's latest published financial statements are for the year ended 30th June 2013

Financial Statement Data

Financial Reports	2012/2013 Actual	2011/2012 Actual
	\$ '000	\$ '000
Statement of Comprehensive Income		
Revenue	\$19,541	\$18,380
Expenses	(\$18,934)	(\$17,310)
Net Operating Result for the Year	\$607	\$1,070
Net Operating Result before Grants & Contributions provided for Capital Purposes	(\$746)	(\$2,140)
Balance Sheet		
Total Assets	\$287,905	\$324,168
Total Liabilities	(\$6,267)	(\$6,473)
Total Equity	\$281,638	\$317,695
Statement of Cash Flow		
Cash & Cash Equivalents – Opening Balance	\$1,504	\$1,406
Cash & Cash Equivalents – Closing Balance	\$4,069	\$1,504
Add:		
Investments on Hand	\$10,315	\$11,023
Total Cash, Cash Equivalents and Investments	\$14,384	\$12,527

Key Financial Performance Indicators

Financial Reports - Note 13	2012/2013 Actual	2011/2012 Actual
Unrestricted Current Ratio	4.89:1	4.41:1
Debt Service Ratio	0.06:1	0.07:1
Rates & Annual Charges Coverage Ratio	0.29:1	0.3:1
Outstanding Rates & Annual Charges	11.56%	16.10%
Asset Renewal Ratio	0.74:1	0.52:1

Projections & Assumptions

Three detailed ten (10) year Long Term Financial Plan (LTFP) scenarios are provided on a Council function basis. These have been prepared with the following strategies/objectives in mind:

- Maintaining a fair and equitable rating structure.
- Allocating resources that achieves the maximum result in meeting *Vision 2023 - Community Strategic Plan* goals and objectives.
- Achieving a strong asset management position.
- Working towards a balanced budget being below TCorp's operating ratio.
- The 2014 Federal Budget decision to freeze indexation on the Financial Assistance grants (FAGs) for the next three (3) years being July 2014 means a reduction of \$105,000 in revenue in 2014/2015 and a \$3.2million reduction over the life of the 10 year LTFP.

In order to maintain current levels of service following the loss of FAGs revenue Council is proposing to seek a special rate variation beginning from 2015/2016 financial year.

- Planning for a special rate variation (SRV) in three (3) Scenarios.

Scenarios 2 (adopted) proposes a SRV of 7% to commence in 2015/2016 to maintain service level follow due to the three year freeze on FAGs indexation.

Scenario 3 proposes a SRV of 14% over two (2) financial years commencing in 2015/2016 to accelerate the rural road infrastructure backlog and reduce debt.

Scenario 4 proposes a SRV of 20% over three (3) financial years commencing in 2015/2016 to accelerate the rural road infrastructure backlog and reduce debt.

- **General Fund Working Capital** (The accounting calculation, in broad terms, is current assets (less external/internal restricted (reserves) funds **less** current liabilities (less borrowings and employee leave entitlements) - Target for 2010/2011 was previously \$1.0million indexed by 3% per annum. The target for 2023/2024 is \$1.469million.

The aim is to have sufficient working capital in order to have the financial flexibility to cater for a major unforeseen event, without the need to make significant changes to the current budget.

- **TCorp Capital Expenditure Ratio** (Ratio = annual capital expenditure divided by annual depreciation). Target is to average greater 1.1 over the ten (10) year period.

Purpose: to indicate the extent to which Council is forecasting to expand its asset base with capital expenditure spent on new assets, replacement and renewal of existing assets.

- **Debt Service Ratio** (Ratio = loan principal & interest repayments divided by revenue from continuing operations excluding capital items & specific purpose grants and contributions). Target is to average below 10% over ten (10) year period.
Purpose: to assess the impact of loan principal and interest repayments on the discretionary revenue of Council.
- **Unrestricted Current Ratio** (Ratio = current assets less restricted assets divided by current liabilities less specific purpose liabilities) – Target is to maintain ratio above 2.0 over the ten year period.
Purpose: to assess the adequacy of working capital and the ability to satisfy obligations in the short term for the unrestricted activities of Council.
- **TCorp Operating Ratio** (Ratio = operating revenue excluding capital grants & contributions less operating expenses divided by operating revenue excluding capital grants & contribution). Target > minus 4% averaged over the term of the LTFP.
Purpose: Measures a Council's ability to contain operating expenditure with operating revenue.

Planning Assumptions

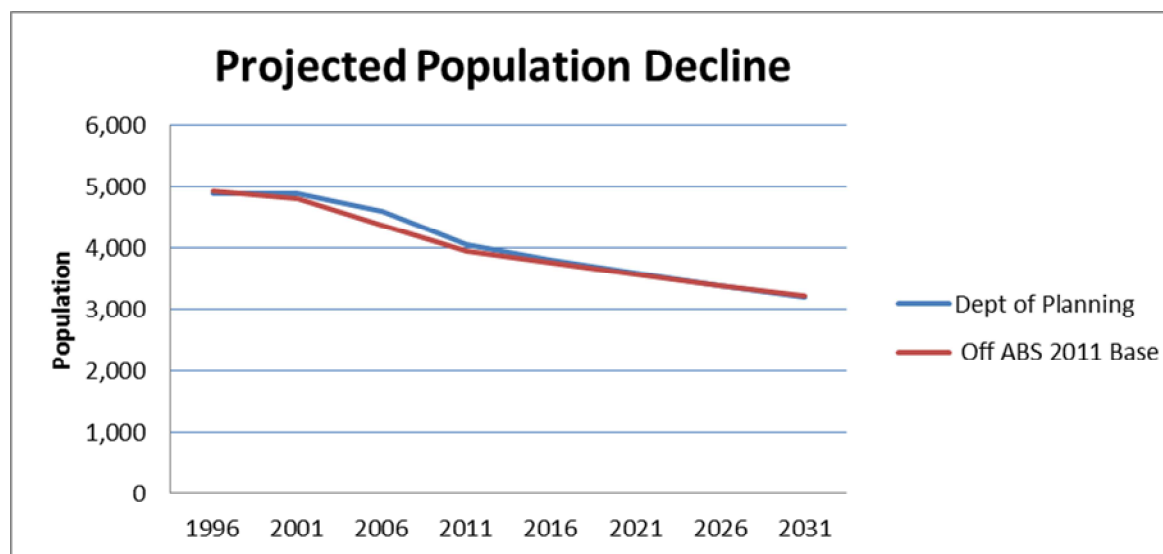
Our planning assumptions have come from: -

- ABS population data and NSW Department of Planning and Infrastructure (DoPI) population projections
- inflation forecasts
- service delivery expectations identified in the Vision 2023 Community Strategic Planning process
- our existing capital works expenditure pipeline
- Federal, State and regional forecasts and plans
- general financial planning practices
- interest rate projections
- rate-pegging assumptions

Population

The Wakool Shire has experienced significant population decline over the last 15 years, much of that caused by prolonged drought, the Murray Darling Basin Plan and modern farming practices. The population of the Shire decreased by 17.1% from 4806 in 2001 to 3,962 in 2011 with the largest decline in the rural population which decreased by 38.5% from 2,743 in 2001 to 1,689 in 2011. Its population declined by 9.2% per annum between the 2006 and 2011 Census placing Wakool Shire in the bottom ten local government areas in Australia for growth. *

Past and projected populations for the Wakool LGA prepared by the NSW Department of Planning (DoPI) indicate a continuing decline however the 2011 ABS census population of 3,962 implies that the DoPI's 2036 projection has already been reached. The DoPI have since revised their predictions based on the 2011 ABS census which still indicates a continual decline.



A declining population for an already small community will eventually impact the long term financial viability of the Shire through:-

- Reduced income from residential rates and user charges;
- Increased expectations on Council to provide services and facilities that have been centralised outside the Shire or can no longer be feasibly provided by the private sector due to lack of economies of scale;
- Increased difficulty in recruiting and retaining suitably skilled staff and thus increased employee related expenditure as Council is forced to provide cash and other incentives for staff to move to the Shire;
- Increased pressure for Council to amalgamate and for further services to be moved out of the Shire;
- Possible reduction in government grants due to a declining population;
- Higher materials and contracts costs due to possible closures of local businesses, forcing Council to source required materials from distant locations.

Also, the demographics of Wakool Shire are changing. The proportion of the “pension aged” population in the Wakool Shire (aged 65 or over) is 22%, which is 7.9% higher than the State average of 14.10%. It is expected that the percentage of pensioners in the Shire will continue to grow by 2023. This is expected to result in increased pension rebate claims against rates. *

Sources:-

* ABS Website 4 May 2013

** NSW Department of Planning – NSW Statistical Local Area Population Projections, 2011-2031

Inflation

The Consumer Price Index (CPI) is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. CPI movements are one of several tools and assumptions used in the budget process to determine rising budget costs.

CPI assumptions applied for the 10 Year *LTFP* are:

2014/2015	2015/2016	2016/2017	2017/2018 onwards
3.00%	3.00%	3.00%	3.00%

(* Source – RBA August 2011 Economic Report Outlook)

Service Delivery

Based on community feedback through the community strategic planning process, of expectations for Council to maintain the existing levels of basic services currently provided, the *LTFP* assumes that Council will adhere to its core services at current levels including internal services, and will not implement significant new services. These include: -

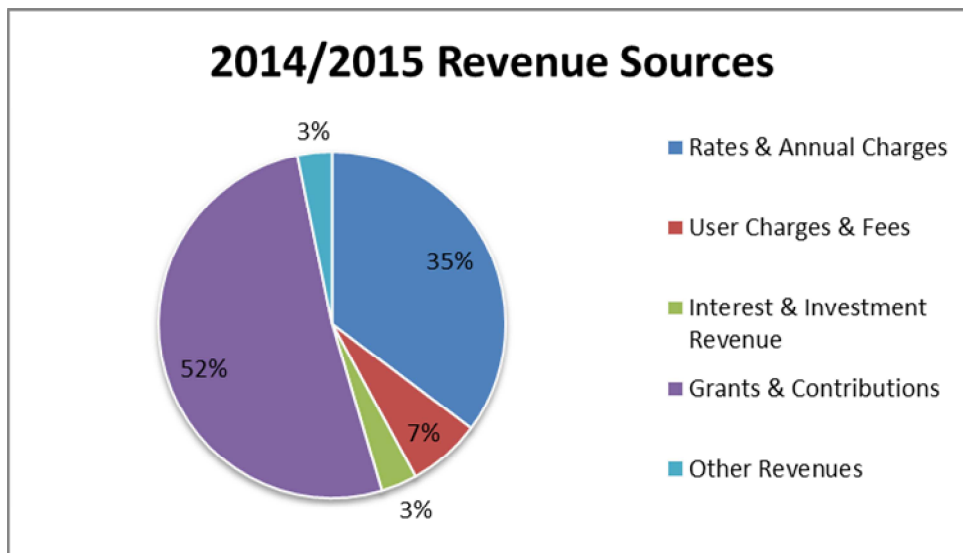
General Manager	Description
Corporate Planning	Development of Council's Management Plan, Annual Report, policies and business process improvement.
Mayor and Councillors Office	Providing advice and support to Mayor and Councillors with their role and, undertaking research on policy and strategy matters in particular communication.
Media	Media and press liaison.
Corporate Services	Description
Administrative Support and Governance	Provides administrative support, advice and guidance including meetings, legislative and statutory requirements. Political representation and governance.
Human Resources	Advise on human resources and employee relations issues. Guidance on OH&S training, review and compliance.
Customer service	Provides counter service at Barham and Moulamein, including Business Centre and RTA functions.
Legal	Provides management of legal advice.
Libraries	Provides library and information services.
Community Services	Provides Home & Community Care, child care & youth, education and health & medical services.
Records	Provides organisational records management, mail and delivery services.
Section 355 Committees	Provides support and assistance to the operation of Section 355 Committees throughout the Shire.
Budget	Provides finance services including long term financial planning, balance sheet management and maintain the integrity of the finance system.
Investments	Management of Council's investment portfolio.
Finance Management	Statutory and financial reporting and control of Council's financial management systems, tax advice.
Payroll	Administration of Council payroll systems.
Audit	Liaison with Council's external auditors.
Inventory	Management of inventory systems.
Revenue	Management of revenue collection & assessment, debtors, banking, loan borrowings, setting of annual rates & charges.
Information Technology	Provides the computing infrastructure for Wakool Shire Council staff and Councillors, and other organisations within the Shire.
Insurances	Management of insurance premiums, claims and insurance risk management issues.

Engineering Services	Description
Roads & Drainage	Manage road bridge and drainage network including: <ul style="list-style-type: none"> • Asset Management • Infrastructure planning and investigation • Survey and design • Tender and construction • Subdivision and private works
Transport Management and Planning	Investigate transport management issues including: <ul style="list-style-type: none"> • Traffic management • Bike paths • Transport strategy • Blackspot improvements • Road classifications • Traffic reduction • Load limits
Roads Maintenance	Undertake routine maintenance for roads and drains including roads, footpaths, kerb and gutter, signs, street furniture, and line marking.
Parks and Gardens	Maintain parks, gardens and reserves, play equipment and park furniture.
Maintenance	Provide general township maintenance and cleansing services.
Weeds & Pests	Identification and control of noxious weeds and pests.
Fleet Management	Operate and maintain Council's fleet and plant.
Flood Control	In addition to control measures, actively participate in the formulation and implementation of flood mitigation strategies.
Water and Sewerage	Provide and maintain water and sewerage services to towns in the Shire.
Development Services	Description
Public Health	Provide public health services and promote best practices to maintain sound public health standards throughout the Shire.
Building Maintenance	Maintain Council and community building infrastructure
Building Control	Provide an effective, competitive building approval process within the Shire, while maintaining standards and good design.
Animal Control	Provide animal control services throughout the Shire.
Complaints	Investigate complaints received and necessary enforcement.
Waste Management	Provide waste management services to the Shire community and to encourage waste reduction, reuse and recycling practices.
Land Use Planning	Administer statutory land use planning processes in conformity with LEP and DCPs.
Strategic Planning	Monitor and review the Community Strategic Plan, development of Local Environmental Planning policy, strategy and structure plans.
Business Attraction	Encourage new developments and industry into the Shire while value adding to existing industries and agricultural activities.
Tourism	To promote and encourage tourism across the Shire.
Business Assistance	Business development and support, new business start assistance, external liaison services.

Revenue Forecasts

In considering the likely revenue that will be available to meet the community's long term objectives, the *LTFP* process considered: -

- Capacity for Rating
- User Charges and Fee Levels
- Investments and Interest
- Grants and Subsidies
- Borrowings
- Other Revenue Sources



Rates and Annual Charges

These are a major component of Council's revenue base. The planning process included an assessment of the community's capacity and willingness to pay rates and whether there is the potential for changes in that capacity. In making that judgement, Council reviewed information relating to: -

- Specific rates and charges
- The limited potential to reduce reliance on rates through increased revenues from other sources e.g. fees and charges
- Potential decline in rating revenues from changing demographic makeup and an increase in non-rateable land
- Projected impact of the rate peg
- Opportunities for a special variation to general income

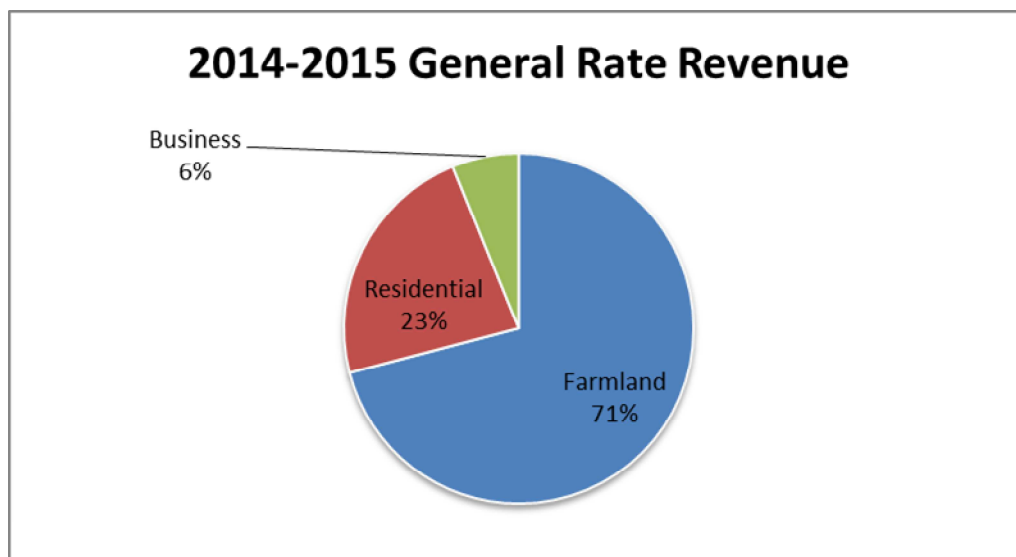
The Minister for Local Government regulates the growth of annual rates revenue through 'Rate Pegging'. Rate pegging determines the maximum amount by which Councils can increase their annual rates income. This limit applies to Council's total ordinary rates base, and individual rates may increase above the limit.

Since 2011/2012, the responsibility for setting the rate pegging for NSW Councils is with the Independent Pricing and Regulatory Framework (IPART). The rate-pegging is determined by IPART using a Local Government Cost Index less a productivity factor. The maximum rate increase for 2014/2015 is 2.30%.

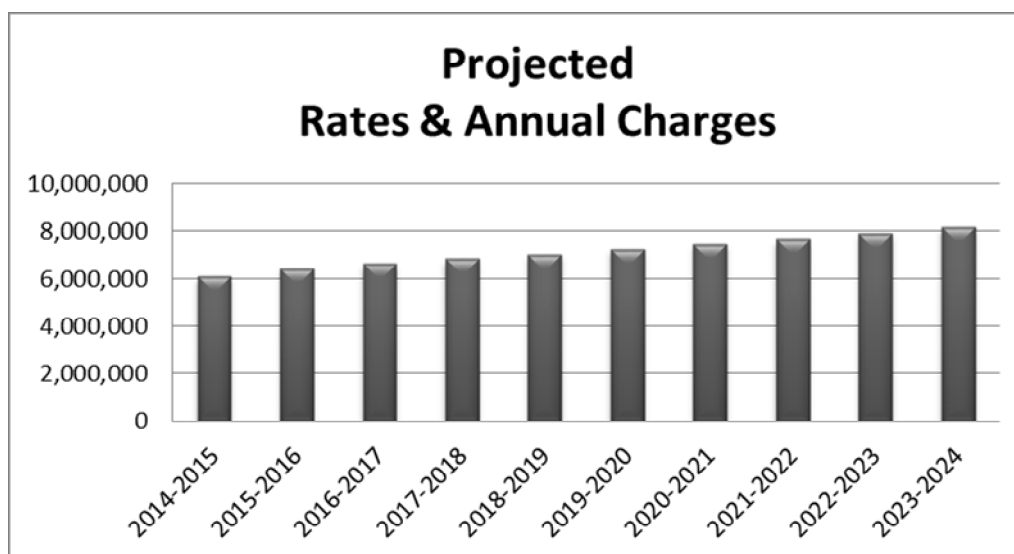
Council has levied rates at the maximum 2.30% pegged percentage for 2014/2015. Following the decision to freeze indexation on Financial Assistance Grants in the 2014 Federal Budget for three (years) beginning from July 2014 Council is proposing to seek a special rate variation commencing 2015/2016 in order to maintain current levels of service. The rate-pegging assumption is then reduced to 3.00% for 2016/2017 onwards.

2014/2015	2015/2016	2016/2017	2017/2018 onwards
2.30%	7.00%	3.00%	3.00%

2014/2015 General Rates Levy



Rates by Category	\$ 2014/2015	% of Levied Total
Residential	\$922,319	23%
Business	\$284,714	6%
Farmland	\$2,862,173	71%
Total	\$4,033,205	100.00%



All three (3) Scenarios propose a Special Rate Variation application to be submitted to the Independent Pricing and Regulatory Pricing Tribunal (IPART) from the 2015/2016 year. If implemented, this Special Rate Variation will be used to reduce debt and the rural road infrastructure works backlog.

Stormwater Management Charge (Barham & Moulamein)

This is calculated as a base amount per property:-

- Residential Land - \$25
- Business Land - \$25 plus additional \$25 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres.

Assumption is made that these charges are expected to continue for the 8 years of the 10 year in the *LTFP*.

2014/2015	2015/2016	2016/2017	2017/2018 onwards
\$28,500	\$28,500	\$28,500	\$90,500

Water Availability Charge

The Water Fund business unit is self-funded and annual charges are calculated on a cost-recovery basis. Raw water access charges will rise by 3.0% in 2014/2015 and by 3.0% for 2015/2016 onwards. In order to promote best-practice management for the filtered water supply Council has only increased filtered water usage. Filtered water usage charges will rise by 5.0% in 2014/2015 and by 3.0% for 2015/2016 onwards.

Sewer Availability Charge

The Sewer Fund business unit is self-funded and annual charges are calculated on a cost-recovery basis. Sewer charges will rise by 3.0% in 2014/2015 and by 3.0% for 2015/2016 onwards.

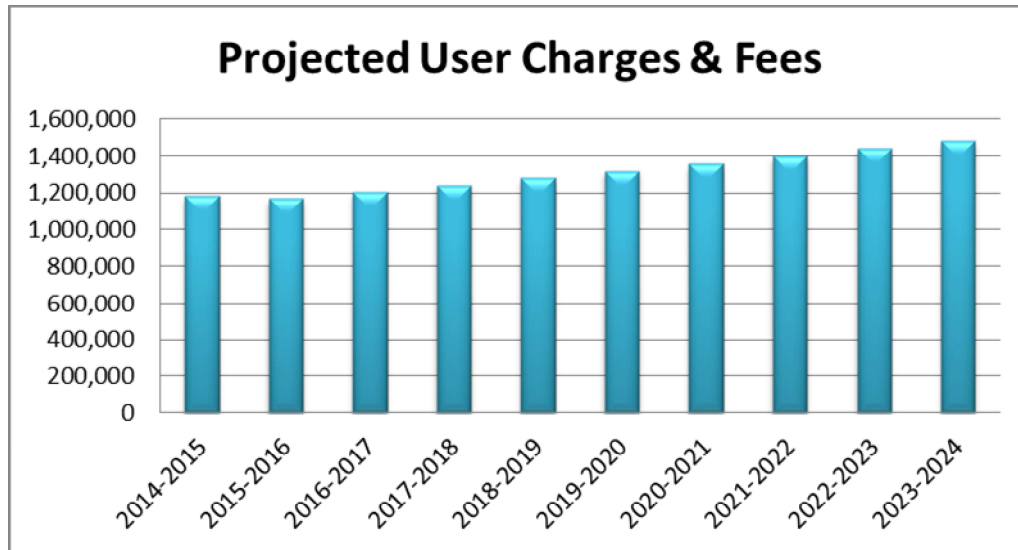
Waste Availability Charge

The Waste Fund business unit is self-funded and annual charges are calculated on a cost-recovery basis. Waste charges will rise by 3.0% in 2014/2015 and by 3.0% for 2015/2016 onwards.

User Charges and Fees

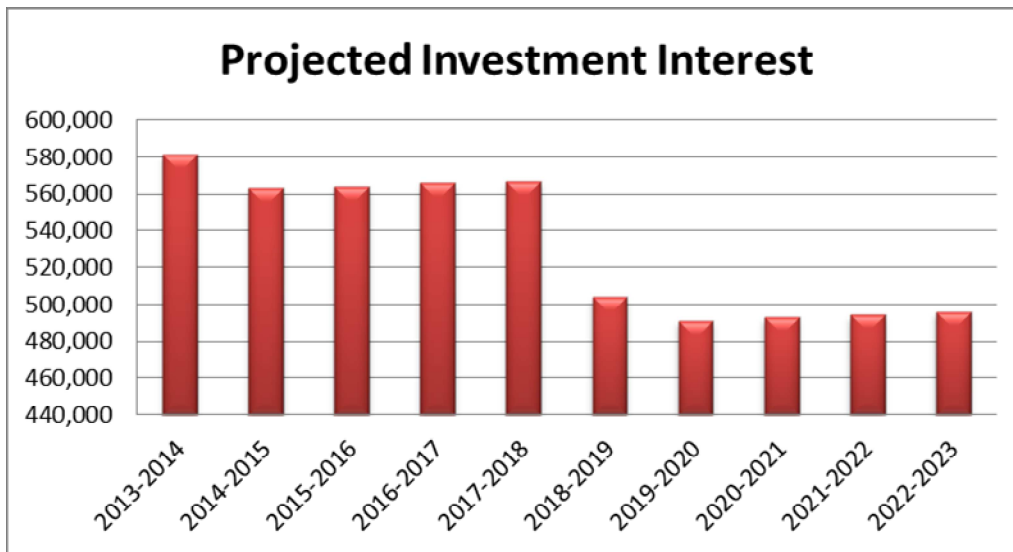
Some of the services provided by Council are offered on a 'user pays' basis. In preparing the *LTFP*, Council considered possible future income from fees and charges. It also considered community members' future capacity and willingness to pay user charges and fees and issues that may impact on that capacity. Current levels of service are expected to continue over the 10 Year *LTFP*. Increases in user charges and fees are forecast to increase by 3.00% in 2014/2015 and CPI (3%) going forward. Apart from CPI increases, there will be no alteration to the current pricing structures.

Statutory fees are fixed by regulation, legislation or a State/Federal Authority. As such, Council has no influence on how the fee amount is determined nor do such fees tend to increase by CPI or reflect their true cost of providing the service.



Investments and Interest

Investments are made in accordance with the Minister's Investment Order and Council Investment Policy. The budgeted interest rate is determined by a weighted average interest rate based on the 90 day bank bill plus a margin based on the type of investment and duration invested for. The rate for 2014/2015 is 4.00% and gradually increasing for the duration of the 10 Year *LTFP*. As Council is planning to run down its cash reserves to fund its capital works program in the 10 Year *LTFP* the amount of surplus funds available to invest will diminish.



Grants and Subsidies

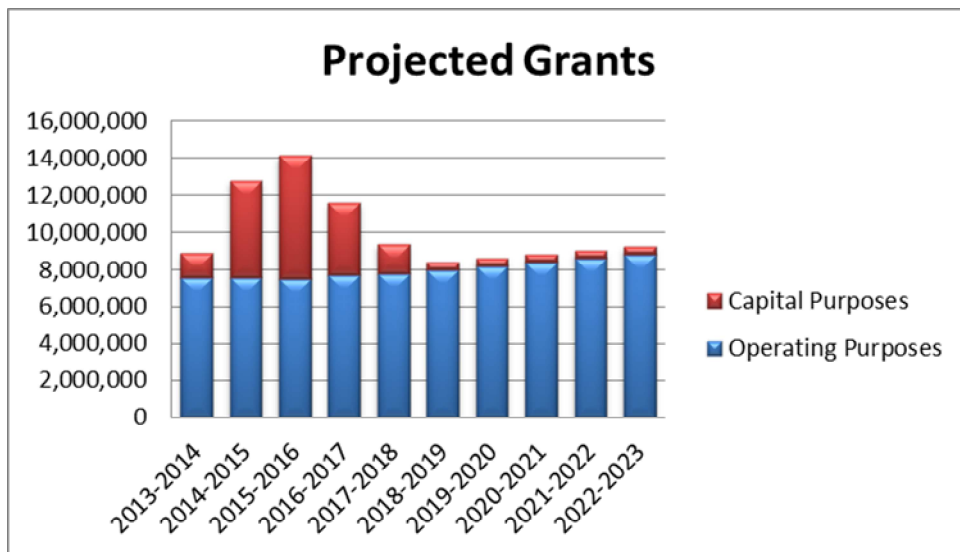
Council receives general purpose *Financial Assistance Grants* from the Commonwealth Government and other grants and subsidies through specific programs. In preparing the *LTFP*, Council considered the effects of the freezing indexation on the FAGs for the three (3) years commencing July 2014 and the potential effects of other grants and subsidies being reduced and whether Council has the capacity to replace the revenue stream, or the ability to provide the same level of services without this source of funding.

Given the uncertain nature of grant funding, the budget has been prepared with known grant funding sources included (all assumed to continue over the *LTFP* program). Where possible, grants have been increased in line with CPI. If information is insufficient to assume CPI will apply, grants have remained static in value. Key grant sources anticipated include:-

- Financial Assistance Grant (FAGs);
- Roads to Recovery;
- Roads and Maritime Services (RMS);
- Home and Community Care;
- Rural Fire Service – Operating and Capital grants

In some circumstances non-recurrent grants have been included with little certainty and if grant application are unsuccessful then the projects will not proceed.

- Moulamein Town Levee Renewal
- Town Work Construction PAMPS, School Crossings & Cycle & Walkways
- Gee Gee Bridge Replacement (currently State Government owned)
- Upgrading Waugarah Road Infrastructure – Nimmie Caira Water Buyback part of the Murray Darling Basin Plan
- Bushfire Tankers



Borrowings

Council finances some capital expenditures through borrowings. Generally these are for expenditures on major infrastructure projects. Borrowing the funds allows the cost of these projects to be spread over a number of years in order to facilitate inter-generational equity for these long-lived assets. Borrowings can also be used to smooth out long term expenditure peaks and troughs.

Loan Borrowing Schedule

Year	Amount	Purpose	Terms
2016/2017	\$200,000	Renewal of Moulamein Urban Flood Levee	Fixed for 7 years with quarterly payments @ 6%
2017/2018	\$200,000	Renewal of Moulamein Urban Flood Levee	Fixed for 7 years with quarterly payments @ 7%
2018/2019	\$200,000	Renewal of Moulamein Urban Flood Levee	Fixed for 7 years with quarterly payments @ 7%
2019/2020	\$700,000	Timber Bridge Replacement Program	Fixed for 10 years with quarterly payments @ 8%
2022/2023	\$700,000	Timber Bridge Replacement Program	Fixed for 10 years with quarterly payments @ 8%
2023/2024	\$600,000	Timber Bridge Replacement Program	Fixed for 10 years with quarterly payments @ 8%

Cash Reserves

An alternative to borrowing for expenditure peaks and troughs is to build up cash reserves in years when expenditure is lower for use in years when higher expenditure occurs.

External Reserves

External Reserves are funds that Council are required to restrict due to legislative requirements. The relevant legislation for Local Government is the Local Government Act 1993 S408-411 and the Local Government (General) Regulation 2005 S204-205. It is requirement of this legislation that externally restricted funds must always be cash backed.

External restrictions apply to unexpended loans funds, developer contributions, unexpended grant funds and revenue raised for specific purposes which include water supply, sewerage and domestic waste management rates and charges.

Internal Reserves

Internal Reserves are used as a means restricting funds for future liabilities. Like External Reserves internally restricted funds must always be cash back.

Internal Reserves apply to employee leave entitlements (35% of ELE liability is held in reserve), road infrastructure, building and plant replacement. Generally unspent capital expenditure on infrastructure and plant purchases is internally restricted.

Cash Reserves LTFP

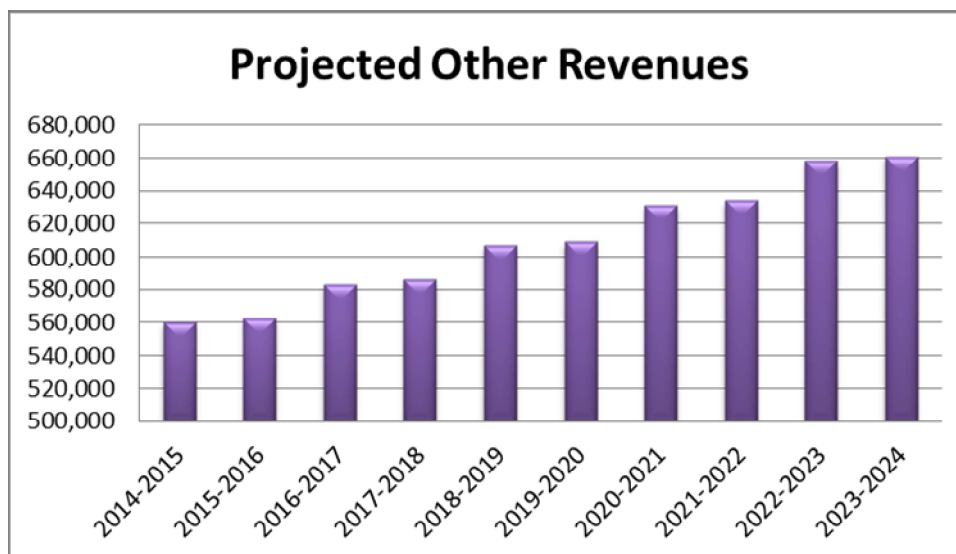
Council has been building up its cash reserves for the past few years and is now planning run down its cash to fund its capital works program detailed in the 10 year LTFP and to reduce the ELE liability by \$100,000 per annum.

Other Revenues

Other revenue income has been budgeted for based on a CPI forecast. Council has limited commercial sources of revenue.

Examples of other revenue income are:-

- Fines
- Recycling – sale scape metal
- Insurance claims & rebates
- Commissions & agency fees
- Rental income
- Gravel pits income



Expenditure Forecasts

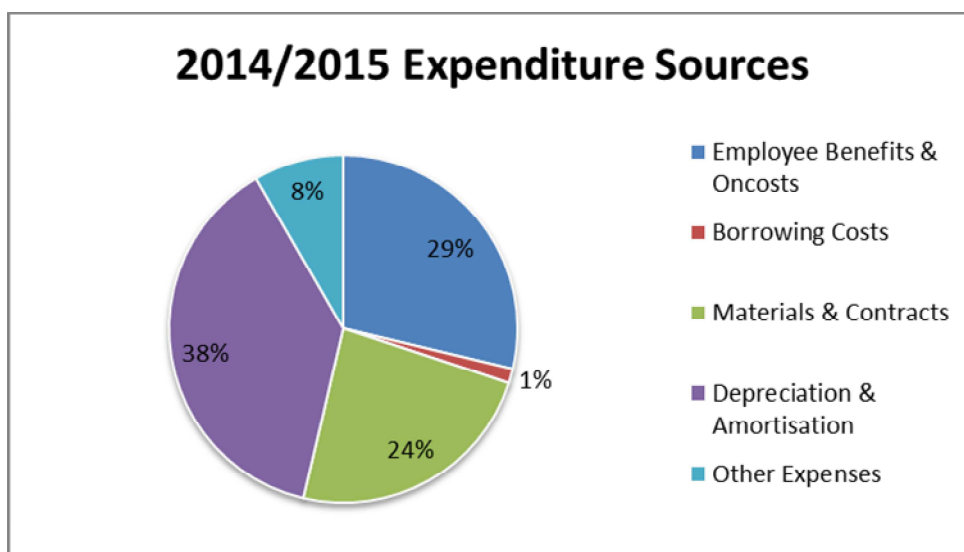
The *Vision 2023 Community Strategic Plan* provides Council with insight into the amount of money required to meet the community's expectations for the future. This has been considered along with the information Council already has about its ongoing operational costs.

Balancing expectations, uncertainty of future revenue and expenditure forecasts has been one of the most challenging aspects of the financial planning process. Council will continue to review the expenditure forecasts as the *Vision 2023 Community Strategic Plan* and *Asset Management and Plans* are refined and implemented through the *Combined Delivery Program 2013-2017* and *Operational Plan 2014-2015* and future operational plans.

In developing expenditure forecasts, Council has considered not only the new expenditure items proposed in the community strategic planning process, but also Council's ongoing commitments as identified in the asset management plans, previous management plans and repayment schedules for long term borrowings.

When considering new expenditure items, Council has looked at costings for capital and recurrent expenditures. Some commitments will extend beyond the life of the *LTFP*. Bids for additional staff members require not only salary costs, but also salary on-costs, travel, training, support service, office space and other costs. Some costs have been phased across the *LTFP*. For example, with capital projects which are to be completed during the *LTFP*, the costs reflect when specific expenditure for planning, construction, implementation and maintenance is expected to occur.

The format for the projected income and expenditure, balance sheet and cash flow statement is in accordance with the current *Code of Accounting Practice*.



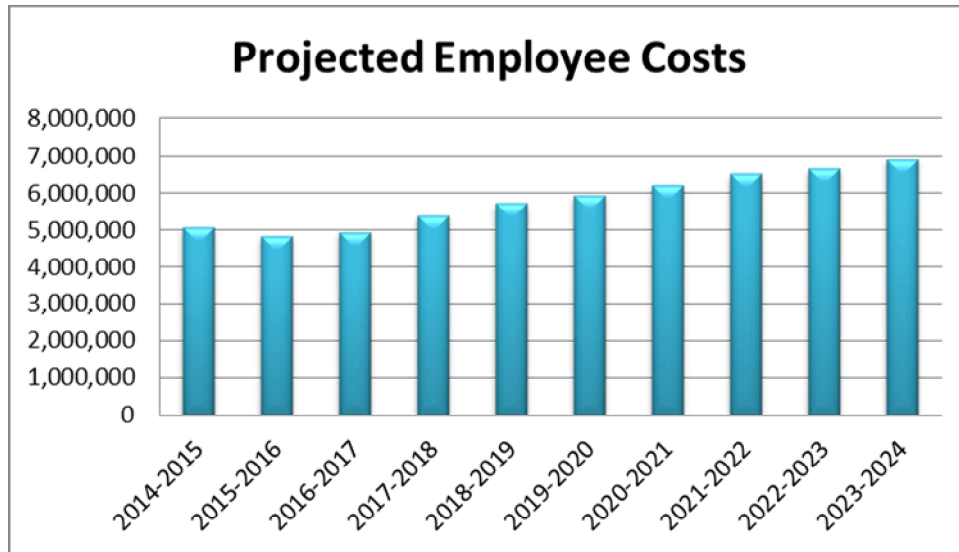
Employee Costs

Employee costs cover wages, all leave types, training, superannuation and associated costs. Wage increases can be in two parts – increases under the Local Government (State) Award 2014 and grade/step progression under Council's Salary Structure. The budget has factored a 4.00% increase to employee salaries as at 1 July 2014. This increase includes an allowance, for yet to be determined, increase as at 1 July 2014 under the Local Government (State) Award 2014.

Provision has been allowed to reduce Council's employee leave entitlements liability (\$1.59million) by \$100,000 per annum ongoing for the life of the 10 year *LTPF*. This is an optimistic provision and if not achieved to funds will remain in cash assets or investments with 35% of liability being restricted as an Internal Reserve.

	2014/2015	2015/2016	2016/2017	2017/2018 Onwards
Wages & ELE	4.00%	3.00%	3.00%	3.00%
Training	3.00%	3.00%	3.00%	3.00%
Superannuation	9.50%	10.00%	10.00%	10-12.00%
Superannuation Defined Plan	12.50%	12.50%	12.50%	12.50%

Council is also a party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the 'Local Government Superannuation Scheme – Pool B'. Council's contribution for 2013/14 is \$59,986 and this contribution rate has been increased at 12.50% per annum. As a result of the global financial crisis, the Scheme has a significant deficiency of assets over liabilities amounting to around \$279,000 attributed to Council as at 30 June 2013.

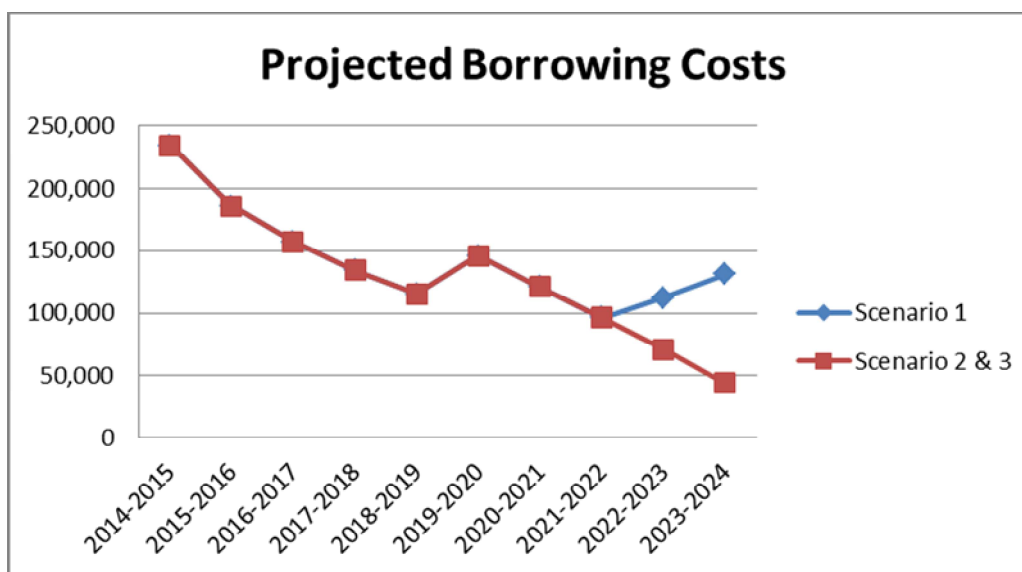


Borrowings

New borrowings are proposed to fund the following projects for the Council *LTPF* Scenario 1. Borrowings will not be required in 2022/2023 & 2023/2024 if Council elects to go with either Scenarios 3 or 4.

Year	Amount	Purpose – <i>LTPF</i> Scenario 1
2016/2017	\$200,000	Renewal of Moulamein Urban Flood Levee
2017/2018	\$200,000	Renewal of Moulamein Urban Flood Levee
2018/2019	\$200,000	Renewal of Moulamein Urban Flood Levee
2019/2020	\$700,000	Timber Bridge Replacement Program
2022/2023	\$700,000	Timber Bridge Replacement Program
2023/2024	\$600,000	Timber Bridge Replacement Program

Borrowing interest costs will fluctuate through the life of the *LTFP*. As depicted in the chart below:-



Materials and Contracts

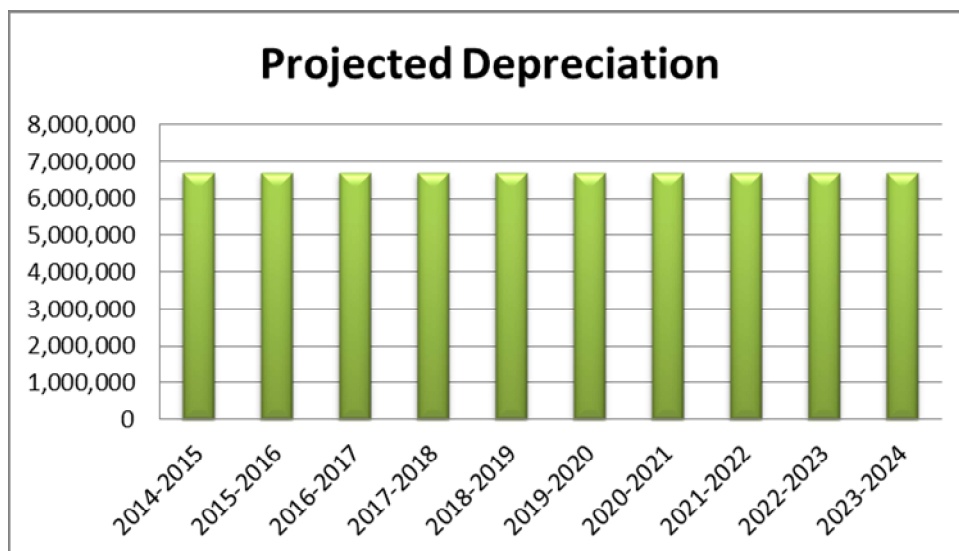
Materials and contracts expenditure has generally been indexed in line with CPI forecasts. Some costs have been based on previous expense patterns and/or service levels i.e. maintenance of parks & gardens.



Depreciation

Depreciation expense has been projected based on useful life estimates and on a straight line method as per Council's Accounting Policies and Plans. Budgeted capital works expenditure has been included in the depreciation calculation.

Future asset revaluations will have an impact on infrastructure values. The *LTFP* does not include any impact of future asset revaluations.

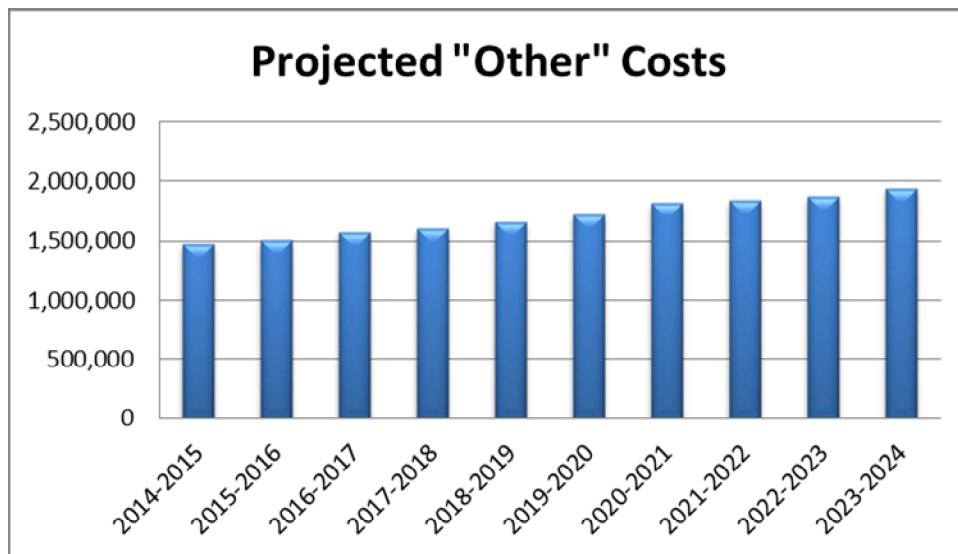


Other Expenses

Generally, other expense budget items have been increased by CPI forecasts, unless the expense is sporadic for example, conducting council elections every four years, electricity price rises or auspice a grant.

Examples of other revenue expenses are:-

- Elected members
- Insurance
- Electricity
- Donations & State levies
- Advertising
- Freight and postage
- Vehicle registrations
- Home & Community Care Services
- Subscriptions & Publication
- Telecommunication Costs



Capital Works Program

Council's capital works programs are primarily founded on the Asset Management Plans which are a separate element of the Resourcing Strategy. These programs focus on the following basic infrastructure areas: -

- Transport
- Buildings
- Stormwater Drainage Infrastructure
- Sport & Recreation Facilities
- Plant
- Waste Management
- Miscellaneous
- Water Supply
- Sewerage Services

Transport

Roads

With Council's Regional Roads REPAIR and Rural Roads R2R Programs reconstruction work on these roads has a combination of renewal and upgrading work in that the existing 100mm – 150mm pavements being replaced with 300mm – 350mm pavements deeps. The practice improves the quality, condition, function, capacity and utilisation on those sections of roads.

Resealing and re-sheeting work programs are being undertaken in accordance with Council's Road Classification Hierarchy and Service Levels to be agreed to by the Community.

Included is the compensation package for upgrading work on the Waugorah road infrastructure following the Murray Darling Basin Plan's Nimmie Caira Water Buyback.

Bridges

Council was successful in obtaining the 3% interest rate subsidy in 2013/2014 under the NSW Government's Local Infrastructure Renewal Scheme (LIRS). This now means that the accelerated timber bridge replacement program is on track.

The replacement of the State Government owned Gee Gee Bridge over Wakool River on Noorong Road is programed to be completed by 2016/2017. The replacement of this bridge is estimated at \$7.6 million which is to be fully funded by the State Government and constructed by Council. Once replacement has been completed the responsibility for the ongoing maintenance and replacement of the bridge will be handed over to Council. The new bridge will be constructed to B double and road train vehicle standards.

Buildings

A review of Asset Management Plan needs to take place to identify ongoing renewal works required with Council building assets.

Council is in the planning stage for the following to projects and \$100,000 has been provided in the 2014/2015 Operational Plan for scoping and plan preparation.

- Moulamein Community Hub
- Barham Q Centre

The redevelopment of the Barham Recreation Reserve which includes the building of a staged Multi-Purpose Complex has not been shown in the LTFP plan at this stage as funding certainty of the project is still unknown. Council has allocated approximately \$200,000 to the project which has been internally restricted in cash reserves.

Stormwater Drainage Infrastructure

Provision of \$1.235 million has been allowed in the 10 year *LTFP* to complete the Barham and Moulamein stormwater drainage strategies by 2020/2021.

Water Supply

Provision of \$3.205 million has been allowed in the 10 year *LTFP* to complete renewal works identified in the Water Supply 30 year Strategic Business Plan and a solar panel installation program to offset the impacts of electricity price rises.

Sewerage Services

Provision of \$4.192 million has been allowed in the 10 year *LTFP* to complete renewal work identified in the Sewerage 30 year Strategic Business Plan.

TRANSPORT - CAPITAL WORKS PROGRAM														
Principal Objective No.	Projects	Road Classification	Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Regional Roads			-	-	-	-	-	-	-	-	-	-	-
EN.6a	Reseals		DES	\$691,000	\$711,730	\$733,082	\$755,074	\$777,727	\$801,058	\$825,090	\$849,843	\$875,338	\$901,598	
EN.6a	MR 386 Moulamein/Swan Hill - 6.5 kms	R2	DES	\$145,000	\$144,000	-	\$178,000	-	\$265,000	\$242,000	\$133,843	\$250,000	-	-
EN.6a	MR 319 Moulamein / Barham - 7.75 kms	R2	DES	-	-	\$123,082	-	\$200,000	-	-	\$133,000	\$203,000	\$195,000	
EN.6a	MR 296 Moulamein / Balranald	R2	DES	\$185,500	\$239,000	\$147,000	\$228,000	-	\$130,058	-	\$106,000	-	\$171,500	
EN.6a	MR 467 Swan Hill / Balranald	R2	DES	\$216,000	\$184,730	-	\$196,074	\$53,727	\$208,000	\$215,090	\$133,000	\$168,838	-	
EN.6a	MR 94 Deniliquin / Barham	R2	DES	-	-	\$191,000	-	\$200,000	-	\$161,000	\$137,000	-	\$172,000	
EN.6a	MR 341 Barham / Moama	R2	DES	-	-	\$125,000	-	\$167,000	-	-	-	\$38,000	\$141,000	
EN.6a	Regional Final Seals - Prior Year REPAIR Program	R2	DES	\$144,500	\$144,000	\$147,000	\$153,000	\$157,000	\$198,000	\$207,000	\$207,000	\$215,500	\$222,098	
EN.6a	REPAIR - MR 94 - Reconstruction	R2	DES	\$734,006	-	-	\$300,000	-	-	-	-	-	-	-
EN.6a	REPAIR - MR 341 Reconstruct Sections	R2	DES	-	\$756,000	\$780,000	-	-	-	-	-	-	-	-
EN.6a	REPAIR - Guardrail & Abutment Repair	R2	DES	-	-	-	\$500,000	-	-	-	-	-	-	-
EN.6a	REPAIR - MR 296 Kyalite - Widening	R2	DES	-	-	-	-	\$830,000	\$850,000	\$880,000	\$880,000	-	-	-
EN.6a	REPAIR - MR 386 Widening	R2	DES	-	-	-	-	-	-	-	-	\$880,000	-	-
EN.6a	REPAIR - MR 319 Maude	R2	DES	-	-	-	-	-	-	-	-	-	\$880,000	
	REGIONAL ROADS TOTAL			\$1,425,006	\$1,467,730	\$1,513,082	\$1,555,074	\$1,607,727	\$1,651,058	\$1,705,090	\$1,729,843	\$875,338	\$1,781,598	
	Rural Roads			-	-	-	-	-	-	-	-	-	-	-
EN.6a	Gravel Re-sheets & Formation Improvements		DES	\$350,000	\$920,500	\$931,315	\$712,454	\$393,928	\$405,746	\$417,918	\$430,456	\$443,370	\$456,671	
EN.6a	Murrabit Rd	L4	DES	\$240,000	-	-	\$240,000	-	-	\$240,000	-	-	\$240,000	
EN.6a	Balpool Rd	L6	DES	\$110,000	-	-	-	-	-	-	-	-	-	
EN.6a	Nacurrie Rd Nth - 0.0 to 3.0	L4	DES	-	\$240,000	-	-	\$240,000	-	-	\$240,000	-	-	
EN.6a	Miller Rd	L6	DES	-	\$23,500	-	-	\$33,928	-	-	-	-	-	
EN.6a	Thomas Rd	L6	DES	-	\$97,000	-	-	-	-	-	-	-	-	
EN.6a	Waugorah Rd - Nimmie Cairra	L6	DES	-	\$560,000	\$560,000	\$330,000	-	-	-	-	-	-	
EN.6a	Balranald Rd - 0.0 to 3.0	L6	DES	-	-	\$88,315	-	-	-	-	-	-	-	
EN.6a	Tueloga Rd - 0.0 to 1.2	L4	DES	-	-	\$240,000	-	-	\$240,000	-	-	\$240,000	-	
EN.6a	Murra Ln	L6	DES	-	-	\$43,000	-	-	-	-	-	-	-	
EN.6a	Lower Thule Rd	L6	DES	-	-	-	\$42,454	-	-	-	-	-	-	
EN.6a	Rangemore Rd	L6	DES	-	-	-	\$100,000	-	-	-	\$50,000	-	-	
EN.6a	Officer Rd	L6	DES	-	-	-	-	-	-	-	\$60,456	-	-	
EN.6a	Nullabooma Rd	L6	DES	-	-	-	-	\$50,000	-	-	-	-	-	
EN.6a	Fraser Rd	L6	DES	-	-	-	-	\$70,000	-	-	-	\$40,000	-	
EN.6a	Tooranie													

TRANSPORT - CAPITAL WORKS PROGRAM													
Principal Objective No.	Projects	Road Classification	Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
EN.6a	Reseals		DES	\$787,320	\$911,286	\$943,728	\$971,600	\$626,008	\$644,788	\$664,132	\$684,056	\$704,578	\$725,715
EN.6a	Burraboi Road - 9.1 kms	L3	DES	-	-	-	-	-	-	\$323,132	-	-	-
EN.6a	Gonn Road - 3.5 kms	L3	DES	\$124,000	\$240,000	\$224,000	\$130,000	-	-	-	-	-	-
EN.6a	Tulla	L3	DES	\$153,200	-	-	-	-	-	-	-	-	-
EN.6a	Noorong Rd	L3	DES	\$279,000	-	-	-	-	-	-	-	-	\$547,340
EN.6a	Waugorah Rd-Nimmie Cairra	L5	DES	\$231,120	\$338,400	\$353,655	\$363,825	-	-	-	-	-	-
EN.6a	Koraleigh Rd	L3	DES	-	\$240,000	\$224,000	\$280,000	-	-	-	-	-	-
EN.6a	Balpool Rd	L5	DES	-	\$92,886	-	-	-	-	-	\$161,000	-	-
EN.6a	Hollin Rd	L5	DES	-	-	\$95,073	\$95,000	-	\$129,000	-	-	-	-
EN.6a	Waugorah	L5	DES	-	-	\$47,000	-	-	-	-	-	-	-
EN.6a	Speewa Rd	L3	DES	-	-	-	\$102,775	\$225,000	-	-	\$161,000	-	-
EN.6a	Nth Barham Rd	L3	DES	-	-	-	-	\$225,000	\$103,788	-	-	-	-
EN.6a	East Barham Rd	L4	DES	-	-	-	-	-	\$207,000	-	\$135,000	-	-
EN.6a	Jimaringle Rd	L5	DES	-	-	-	-	\$176,008	\$180,000	-	-	\$230,000	-
EN.6a	Cygnet Ln	L5	DES	-	-	-	-	-	\$25,000	-	-	-	-
EN.6a	Murray Downs Drive Rd	L3	DES	-	-	-	-	-	-	\$108,500	-	-	-
EN.6a	Fraser Rd	L5	DES	-	-	-	-	-	-	\$151,000	-	-	-
EN.6a	Cunninyeuk Rd	L5	DES	-	-	-	-	-	-	\$81,500	-	-	-
EN.6a	Speewa Ferry Rd	L5	DES	-	-	-	-	-	-	-	\$148,000	-	-
EN.6a	Beemelon Rd	L5	DES	-	-	-	-	-	-	-	\$79,056	-	-
EN.6a	Little Forest Ln	L5	DES	-	-	-	-	-	-	-	-	\$128,000	-
EN.6a	Goodnight Rd	L5	DES	-	-	-	-	-	-	-	-	\$155,000	-
EN.6a	Lilford Ln	L5	DES	-	-	-	-	-	-	-	-	\$51,578	-
EN.6a	Murrabit Rd	L3	DES	-	-	-	-	-	-	-	-	\$140,000	-
EN.6a	Vinecombe Ln	L5	DES										\$80,000
EN.6a	Frasers Rd	L5	DES										\$98,375
EN.6a	Roadwork - S94 Contributions		DES	\$93,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
EN.6a	Keri Keri Road	L6	DES										\$55,000
EN.6a	Binbinett Rd - Unsealed	L6	DES	\$55,000									
EN.6a	Morton Rd - Unsealed	L6	DES		\$55,000								
EN.6a	Morton Lake Lne - Unsealed	L7	DES			\$55,000							
EN.6a	Baldon Rd - Unsealed	L6	DES				\$55,000						
EN.6a	Robb rd - Unsealed	L6	DES					\$55,000					
EN.6a	Lake Pooma Rd - Unsealed	L6	DES						\$55,000				
EN.6a	Paterson St - Young to Tchelery - Sealed		DES							\$55,000	\$55,000	\$55,000	
EN.6a	Various Roads		DES	\$38,000									-
EN.6a	Road Construction - R2R		DES	\$650,507	\$650,507	\$650,507	\$650,507	\$650,507	\$650,507	\$650,507	\$650,507	\$650,507	\$650,507
EN.6a	East Barham Rd	L3	DES	\$650,507	\$650,507	-	-	-	-	-	-	-	-
EN.6a	Noorong Rd	L3	DES	-		\$650,507	-	-	-	-			

TRANSPORT - CAPITAL WORKS PROGRAM

Principal Objective No.	Projects	Road Classification	Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				787320	911286	943728	971600	626008	644788	664132	684056	704578	725715
EN.6a	Bridge Replacement Program		DES	\$2,075,500	\$3,862,000	\$3,787,000	\$1,270,000	\$429,000	\$569,000	\$493,000	-	\$462,000	\$285,000
EN.6a	Noorong Road/ Gee Gee Wakool River		DES	\$450,000	\$3,600,000	\$3,500,000	-	-	-	-	-	-	-
EN.6a	Nacurrie Road Nth/ Yarrien Creek		DES	\$44,000	-	-	-	-	-	-	-	-	-
EN.6a	Marunda Road/Coobool Creek		DES	\$345,000	-	-	-	-	-	-	-	-	-
EN.6a	Coobool Siding Road/Merran Creek		DES	\$342,250	-	-	-	-	-	-	-	-	-
EN.6a	Coobool Island Road/Mallan Creek		DES	\$342,250	-	-	-	-	-	-	-	-	-
EN.6a	Officer's Road/Merran Creek		DES	\$502,000	-	-	-	-	-	-	-	-	-
EN.6a	Waugorah Road/Pee Vee - Nimmie Caira		DES	\$50,000	\$262,000								
EN.6a	Waugorah Road/Deadmans Creek - Nimmie Caira		DES			\$287,000							
EN.6a	Waugorah Road/WaugorahCreek - Nimmie Caira		DES				\$850,000						
EN.6a	Colenso Park Road/Barbers Creek		DES	-	-	-	\$420,000	-	-	-	-	-	-
EN.6a	Fountains Road/Merran Creek		DES	-	-	-	-	\$429,000	-	-	-	-	-
EN.6a	Ficken's Lane/Merran Creek		DES	-	-	-		-	\$569,000	-	-	-	-
EN.6a	Rangemore Road/Cockrans Creek		DES	-	-	-				\$493,000	-	-	-
EN.6a	Rangemore Road/Jimaringle Creek		DES	-	-	-					-	\$462,000	-
EN.6a	Nacurrie Nth Road/Flood Opening		DES										\$285,000
	RURAL ROADS TOTAL			\$4,056,327	\$6,399,293	\$6,367,550	\$3,659,561	\$2,154,443	\$2,325,041	\$2,280,557	\$1,820,019	\$2,315,455	\$2,172,893
	Urban Infrastructure												
EN.6a	Barham Urban Roads		DES	-	\$500,000	-	-	-	-	-	-	-	-
EN.6a	Parkman Ave - Barham		DES	-	-	-	-	-	-	-	-	-	-
EN.6a	Moulamein Road - Barham		DES	-	\$500,000	-		-	-	-	-	-	-
EN.6a	Moulamein Road Intersection		DES	-	-	-		-	-	-	-	-	-
EN.6a	Street Reseals		DES	\$138,000	\$142,140	\$146,404	\$150,796	\$155,320	\$159,980	\$164,779	\$169,723	\$174,814	\$180,059
EN.6a	Brougham - Moulamein		DES	\$47,000	-	-	-	-	-	-	-	-	-
EN.6a	Turora - Moulamein		DES	\$39,800	-	-	-	-	-	-	-	-	-
EN.6a	Cobwell - Barham		DES	\$43,000	-	-	-	-	-	-	-	-	-
EN.6a	Hudson Blvd - Barham		DES	\$8,200	-	-	-	-	-	-	-	-	-
EN.6a	Mellool St - Barham		DES	-	\$55,000	-	-	-	-	-	-	-	-
EN.6a	Noorong St - Barham		DES	-	\$55,000	-	-	-	-	-	-	-	-
EN.6a	Yarrein - Barham		DES	-	\$15,000	-	-	-	-	-	-	-	-
EN.6a	Jamieson Ave - Barham		DES	-	\$17,140	-	-	-	-	-	-	-	-
EN.6a	Wakool 0.12 kms - Barham		DES	-	-	\$56,000	-	-	-	-	-	-	-
EN.6a	Neimur - Barham		DES	-	-	\$25,000	-	-	-	-	-	-	-
EN.6a	Forest - Barham		DES	-	-	\$32,000	-	-	-	-	-	-	-
EN.6a	Noorong - Barham		DES	-	-	\$14,000	-	-	-	-	-	-	-
EN.6a	Old Punt - Barham		DES	-	-	\$19,404	-	-	-	-	-	-	-
EN.6a	Murray St - Barham		DES	-	-	-	\$64,000	-	-	\$20,779	-	-	-
EN.6a	Punt Rd - Barham		DES	-	-	-	\$86,796	-	-	-	-	-	-
EN.6a	Frank - Barham		DES	-	-	-	-	\$11,000	-	-	-	-	-
EN.6a	Linton Park Drv - Barham		DES	-	-	-	-	\$12,000	-	-	-	-	-
EN.6a	Gonn - Barham		DES	-	-	-	-	\$29,000	-	-	-	-	-
EN.6a	Teddy Ln - Barham		DES	-	-	-	-	\$7,500	-	-	-	-	-
EN.6a	Teddy Plc - Barham		DES	-	-	-	-	\$29,000	-	-	-	-	-
EN.6a	Fairview crt - Barham		DES	-	-	-	-	\$14,000	-	-	-	-	-
EN.6a	Lawson Rd - Barham		DES	-	-	-	-	\$25,000	-	-	-	-	-
EN.6a	Parkman Ave - Barham		DES	-	-	-	-	\$22,500	-	-	-	-	-
EN.6a	Goodnight Streets		DES	-	-	-	-	\$5,320	-	-	-	-	-
EN.6a	Briggs Crt - Barham		DES	-	-	-	-	-	\$10,000	-	-	-	-
EN.6a	Whymoul - Barham		DES	-	-	-	-	-	\$14,980	-	-	-	-

TRANSPORT - CAPITAL WORKS PROGRAM

Principal Objective No.	Projects		Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
EN.6a	Thule St Shoulders - Barham		DES	-	-	-	-	-	\$22,000	-	-	-	-
EN.6a	Riverside Crt - Barham		DES	-	-	-	-	-	\$6,000	-	-	-	-
EN.6a	Chester - Barham		DES	-	-	-	-	-	\$19,000	-	-	-	-
EN.6a	Murray Downs Drive Rd		DES	-	-	-	-	-	\$30,000	-	-	-	-
EN.6a	Kidman Reid - Murray Downs		DES	-	-	-	-	-	\$19,000	-	-	-	-
EN.6a	Morago - Moulamein		DES	-	-	-	-	-	\$39,000	-	-	-	-
EN.6a	Carne- Moulamein		DES	-	-	-	-	-	-	\$34,000	-	-	-
EN.6a	Nyang- Moulamein		DES	-	-	-	-	-	-	\$16,000	-	-	-
EN.6a	Endeavour Rd - Moulamein		DES	-	-	-	-	-	-	\$22,000	-	-	-
EN.6a	Gwynne - Moulamein		DES	-	-	-	-	-	-	\$21,000	-	-	-
EN.6a	Tuaka Terrace - Moulamein		DES	-	-	-	-	-	-	\$17,000	-	-	-
EN.6a	Galway Lane - Barham		DES	-	-	-	-	-	-	\$11,000	-	-	-
EN.6a	Noorong Lane - Barham		DES	-	-	-	-	-	-	\$9,500	-	-	-
EN.6a	Mellool Lane - Barham		DES	-	-	-	-	-	-	\$13,500	-	-	-
EN.6a	Tooleybuc Streets		DES	-	-	-	-	-	-	-	\$169,723	-	-
EN.6a	Moulamein Streets		DES	-	-	-	-	-	-	-	-	\$95,000	-
EN.6a	Wakool Streets		DES	-	-	-	-	-	-	-	-	\$79,814	-
EN.6a	Barham Streets		DES										\$180,059
EN.6a	PAMP (subject to grant funding)		DES	\$37,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
EN.6a	Schools Crossings (subject to grant funding)		DES	\$155,000	-	-	-	-	-	-	-	-	-
	Barham			\$155,000									
EN.6a	Kerb & Gutter		DES	\$53,000	\$54,590	\$56,228	\$57,915	\$59,652	\$61,442	\$63,285	\$65,183	\$67,139	\$69,153
EN.6a	Paved Footpaths		DES	\$53,000	\$54,590	\$56,228	\$57,915	\$59,652	\$61,442	\$63,285	\$65,183	\$67,139	\$69,153
S.5c	Cycle & Walkway (subject to grant funding)		DES	\$60,000	\$62,000	\$85,000	\$60,000	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
	Barham		DES	\$60,000	\$62,000		\$60,000	\$60,000					\$50,000
	Tooleybuc		DES			\$85,000			\$50,000	\$50,000			
	Murray Downs		DES								\$50,000	\$50,000	
EN.6a	Garden Bed Renewals		DES	\$18,000	-	\$18,000	-	\$18,000	-	\$18,000	-	\$18,000	-
EN.6a	Streetscapes/Traffic Management		DES	\$40,000	\$40,000	\$40,000	-	-	-	-	-	-	-
	Barham		DES	\$40,000	\$40,000	\$40,000							
EN.6a	Directional/Promotional Signage		DES	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
L.3a	Cemetery Improvements		DES	\$17,000	\$150,000	\$18,000	\$18,000	\$19,000	\$20,000	\$100,000	\$20,000	\$21,000	\$21,000
L.3a	Barham Expansion		DES		\$150,000			\$100,000			\$100,000		
L.3a	Moulamein/Tooleybuc Expansions		DES	\$17,000		\$18,000	\$18,000		\$19,000	\$20,000		\$21,000	\$21,000
	URBAN ROAD INFRASTRUCTURE TOTAL			\$536,000	\$873,320	\$421,859	\$364,625	\$354,624	\$371,863	\$381,349	\$370,090	\$400,092	\$409,365

STORMWATER DRAINAGE - CAPITAL WORKS PROGRAM

Principal Objective No.	Projects		Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Urban Infrastructure													
L.3a	Stormwater Drainage		DES	\$120,000	\$210,000	\$190,000	\$130,000	\$245,000	\$275,000	\$65,000	-	-	-	
L.3a	Gonn St Catchment 2 (Replace PS 2 & 4) Barham		DES	\$85,000	-	-	-	-	-	-	-	-	-	
L.3a	Paterson St - Sainsbery to Young St Moulamein		DES	\$15,000	-	-	-	-	-	-	-	-	-	
L.3a	Tallow & Paterson St Intersection Moulamein		DES	\$20,000	-	-	-	-	-	-	-	-	-	
L.3a	Tallow St Rising Main in PS 2 Moulamein		DES	-	\$50,000	-	-	-	-	-	-	-	-	
L.3a	Punt Rd Drain Catchment 2 Barham		DES	-	\$160,000	-	-	-	-	-	-	-	-	
L.3a	Replace PS 2 Moulamein		DES	-	-	\$115,000	-	-	-	-	-	-	-	
L.3a	Gonn St Catchment 2 (Duplicate Pumps) Barham		DES	-	-	\$75,000	-	-	-	-	-	-	-	
L.3a	Replace Brougham St PS 1 (Housing) Moulamein		DES	-	-	-	\$65,000	-	-	-	-	-	-	
L.3a	Murray St Catchment 3 (Replace Rising Main) Barham		DES	-	-	-	\$65,000	-	-	-	-	-	-	
L.3a	Replace Brougham St PS 1 (Duty Pump) Moulamein		DES	-	-	-	-	\$65,000	-	-	-	-	-	
L.3a	Murray St Catchment 3 (Replace PS 3) Barham		DES	-	-	-	-	\$180,000	-	-	-	-	-	
L.3a	Replace Brougham St PS 1 (Rising Main) Moulamein		DES	-	-	-	-	-	\$55,000	-	-	-	-	
L.3a	Installations at Sundance Outfall Barham		DES	-	-	-	-	-	\$85,000	-	-	-	-	
L.3a	Install Trash Gates in Open Drains Barham		DES	-	-	-	-	-	\$135,000	-	-	-	-	
L.3a	Duplicate Brougham St PS 1 Moulamein		DES	-	-	-	-	-	-	\$65,000	-	-	-	
L.3b	Moulamein Town Levee		DES	-	-	\$1,634,000	\$1,634,000	\$1,294,000	-	-	-	-	-	
	URBAN DRAINAGE TOTAL			\$120,000	\$210,000	\$1,824,000	\$1,764,000	\$1,539,000	\$275,000	\$65,000	-	-		

SPORT & RECREATION FACILITIES - CAPITAL WORKS PROGRAM	
1	1.0000
2	2.0000
3	3.0000
4	4.0000
5	5.0000
6	6.0000
7	7.0000
8	8.0000
9	9.0000
10	10.0000
11	11.0000
12	12.0000
13	13.0000
14	14.0000
15	15.0000
16	16.0000
17	17.0000
18	18.0000
19	19.0000
20	20.0000
21	21.0000
22	22.0000
23	23.0000
24	24.0000
25	25.0000
26	26.0000
27	27.0000
28	28.0000
29	29.0000
30	30.0000
31	31.0000
32	32.0000
33	33.0000
34	34.0000
35	35.0000
36	36.0000
37	37.0000
38	38.0000
39	39.0000
40	40.0000
41	41.0000
42	42.0000
43	43.0000
44	44.0000
45	45.0000
46	46.0000
47	47.0000
48	48.0000
49	49.0000
50	50.0000
51	51.0000
52	52.0000
53	53.0000
54	54.0000
55	55.0000
56	56.0000
57	57.0000
58	58.0000
59	59.0000
60	60.0000
61	61.0000
62	62.0000
63	63.0000
64	64.0000
65	65.0000
66	66.0000
67	67.0000
68	68.0000
69	69.0000
70	70.0000
71	71.0000
72	72.0000
73	73.0000
74	74.0000
75	75.0000
76	76.0000
77	77.0000
78	78.0000
79	79.0000
80	80.0000
81	81.0000
82	82.0000
83	83.0000
84	84.0000
85	85.0000
86	86.0000
87	87.0000
88	88.0000
89	89.0000
90	90.0000
91	91.0000
92	92.0000
93	93.0000
94	94.0000
95	95.0000
96	96.0000
97	97.0000
98	98.0000
99	99.0000
100	100.0000

[illegible]

[illegible]

LAND/BUILDINGS/OTHER STRUCTURES - CAPITAL WORKS PROGRAM

Principal Objective No.	Projects		Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Buildings & Other Structures												
L.3a	Barham Building/Office		AGM	-	-	\$15,000	-	-	-	-	-	-	-
L.3a	Replace Carpet		AGM			\$15,000							
L.3a	Libraries Buildings		AGM	-	-	\$15,000	-	-	-	-	-	-	-
L.3a	Barham Replace Carpet		AGM			\$15,000							
L.3a	Dwelling Other Rentals - Barham		AGM	-	\$5,000	-	-	-	-	-	-	-	-
L.3a	Barham Rest Centre - Roof Upgrade		AGM		\$5,000								
L.3a	Dwelling - Staff Rentals		AGM	-	-	-	-	-	\$7,000	-	-	-	-
L.3a	Barham 38 Linton - Paint		AGM						\$7,000				
L.3a	Work Depot Improvements		DES	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
L.3a	Work Depot Moulamein		DES	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
L.3a	Public Halls - Buildings		AGM	-	\$6,000	\$55,000	\$8,000	-	-	-	-	-	-
L.3a	Noorong Community Centre - Paint		AGM	-	\$6,000	-	-	-	-	-	-	-	-
L.3a	Koraleigh Hall - Wall Patching		AGM	-	-	\$30,000	-	-	-	-	-	-	-
L.3a	Goodnight Hall - Window Frames		AGM	-	-	\$25,000	-	-	-	-	-	-	-
L.3a	Wakool Hall - Paint		AGM	-	-	-	\$8,000	-	-	-	-	-	-
L.3a	Public Halls \$ for \$		DCS	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
L.3a	Rec Reserves \$ for \$		DCS	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
L.3a	Barham Recreation Reserve Redevelopment		DDS	\$50,000	-	-	-	-	-	-	-	-	-
L.3a	Moulamein Courthouse		AGM	-	\$60,000	-	-	-	-	-	-	-	-
L.3a	Roof & Kitchen		AGM		\$60,000								
L.3a	Land Acquisitions		AGM	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
L.3a	Caravan Park		AGM	\$10,000	-	-	-	-	-	-	-	-	-
L.3a	Paint House/Office (Lease)		LESSORS	\$10,000		-							
L.3a	T/buc Bridge Keepers Cottage		AGM	-	-	-	\$14,000	-	-	-	-	-	-
L.3a	Paint		AGM	-	-	-	\$8,000	-	-	-	-	-	-
L.3a	Heating/Cooling		AGM	-	-	-	\$6,000	-	-	-	-	-	-
L.3a	Recreation Reserve Buildings		AGM	-	-	-	\$50,000	-	-	-	-	-	-
L.3a	Moulamein Centenary Reserve		AGM	-	-	-	\$30,000	-	-	-	-	-	-
L.3a	Wakool Recreation Reserve Clubrooms		AGM	-	-	-	\$20,000	-	-	-	-	-	-
	BUILDING/ OTHER STRUCTURES TOTAL			\$94,000	\$155,000	\$169,000	\$156,000	\$84,000	\$91,000	\$84,000	\$84,000	\$84,000	\$84,000

WASTE MANAGEMENT - CAPITAL WORKS PROGRAM

Principal Objective No.	Projects		Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	Waste Management												
EN.2	Barham Transfer Station		AGM	\$20,000	-	-	\$55,000	-	-	-	-	-	-
EN.2	Skip Bays		AGM	\$20,000	-	-	-	-	-	-	-	-	-
EN.2	Skip Bays		AGM	-	-	-	\$55,000	-	-	-	-	-	-
	WASTE MANAGEMENT TOTAL			\$20,000	-	-	\$55,000	-	-	-	-	-	-

MISCELLANEOUS - CAPITAL WORKS PROGRAM

Principal Objective No.	Projects		Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
L.3a	Noxious Weeds Equipment Purchases		DES	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753	\$6,956	\$7,164	\$7,379	\$7,601	\$7,829
S.3a	HACC - F&F & Equipment Purchases		DCS	\$4,100	\$4,223	\$4,350	\$4,480	\$4,615	\$4,753	\$4,896	\$5,042	\$5,194	\$5,350
L.3a	Elected Members - Equipment		DCS	\$1,000	\$1,000	\$15,000	\$1,000	\$1,000	\$1,000	\$15,000	\$1,000	\$1,000	\$1,000
L.3a	Information Technology		DCS	\$56,000	\$15,000	\$30,000	\$75,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
L.3a	Barham Server		DCS	\$18,000	-	-	-	-	-	-	-	-	-
L.3a	Work Depot Links		DCS	\$8,000	-	-	-	-	-	-	-	-	-
L.3a	Disaster Recovery/Storage Area Network		DCS	\$15,000	-	-	-	-	-	-	-	-	-
L.3a	Hardware Replacement		DCS	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
L.3a	Phone System		DCS	-	-	-	\$60,000	-	-	-	-	-	-
S.6a	Libraries - Equipment Purchases		DCS	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500
	MISCELLANEOUS TOTAL			\$30,600	\$15,903	\$16,215	\$76,537	\$16,868	\$17,209	\$17,560	\$17,922	\$18,294	\$18,678

WATER SUPPLY - CAPITAL WORKS PROGRAM

Principal Objective No.	Projects		Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
EN.1c	Reservoirs Refurbishment - Cleaning & Painting		DES	-	\$100,000	-	-	\$100,000	\$100,000	-	-	\$100,000	-
EN.1c	Barham		DES	-	\$100,000	-	-	-	-	-	-	-	-
EN.1c	Moulamein		DES	-	-	-	-	\$100,000	-	-	-	-	-
EN.1c	Tooleybuc		DES	-	-	-	-	-	\$100,000	-	-	-	-
EN.1c	Wakool WTP		DES	-	-	-	-	-	-	-	-	\$100,000	-
EN.1c	Solar Power Installations		DES	\$40,000	\$80,000	\$80,000	\$80,000	\$80,000	-	-	-	-	-
EN.1c	Wakool WTP		DES	\$40,000	-	-	-	-	-	-	-	-	-
EN.1c	Barham WTP		DES	-	\$40,000	-	-	-	-	-	-	-	-
EN.1c	Tooleybuc WTP		DES	-	\$40,000	-	-	-	-	-	-	-	-
EN.1c	Moulamein WTP		DES	-	-	\$40,000	-	-	-	-	-	-	-
EN.1c	Barham		DES	\$157,000	\$153,000	\$164,000	\$145,000	\$552,000	-	\$214,000	-	-	-
EN.1c	Raw Water storage - capacity enhancement		DES	-	-	-	-	\$400,000	-	-	-	-	-
EN.1c	Mains replacement/renewal/asset plans		DES	\$157,000	\$153,000	\$164,000	\$145,000	\$152,000	-	-	-	-	-
EN.1c	Raw pump station 1 and rising main replacement		DES	-	-	-	-	-	-	\$214,000	-	-	-
EN.1c	Moulamein		DES	-	-	-	-	\$120,000	-	-	-	-	-
EN.1c	Membrane replacement		DES	-	-	-	-	\$120,000	-	-	-	-	-
EN.1c	Wakool		DES	-	\$130,000	-	-	-	-	-	-	-	\$140,000
EN.1c	Membrane replacement		DES	-	\$130,000	-	-	-	-	-	-	-	\$140,000
EN.1c	Tooleybuc		DES	\$240,000	-	-	\$120,000	-	-	-	\$60,000	-	-
EN.1c	Additional filter - capacity enhancement		DES	\$240,000	-	-	-	-	-	-	-	-	-
EN.1c	Raw Water Pump Enhancement		DES	-	-	-	\$120,000	-	-	-	-	-	-
EN.1c	Membrane replacement		DES	-	-	-	-	-	-	-	\$60,000	-	-
EN.1c	Koraleigh		DES	\$50,000	-	-	-	\$20,000	-	-	-	-	-
EN.1c	Replace Tower with Tank & Pumps		DES	\$50,000	-	-	-	-	-	-	-	-	-
EN.1c	Membrane replacement		DES	-	-	-	-	\$20,000	-	-	-	-	-
EN.1c	Murray Downs		DES	\$180,000	-	-	-	-	-	-	-	-	-
EN.1c	Replace Raw Water Reservoir		DES	\$180,000	-	-	-	-	-	-	-	-	-
	WATER SUPPLY TOTAL			\$627,000	\$383,000	\$164,000	\$265,000	\$792,000	\$100,000	\$214,000	\$60,000	\$100,000	\$140,000

SEWERAGE SERVICES - CAPITAL WORKS PROGRAM													
Principal Objective No.	Projects		Responsible	Operational	Delivery	Delivery	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term	Long Term
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
				2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
EN.1c	Barham		DES	\$90,000	\$260,000	\$260,000	\$315,000	\$600,000	\$400,000	\$600,000	\$600,000	-	\$200,000
EN.1c	Mains Replacement/Renewal		DES	\$90,000	\$260,000	\$260,000	\$315,000	\$200,000	-	-	-	-	-
EN.1c	STP & PS1 Upgrade staged over 4 years		DES	-	-	-	-	\$400,000	\$400,000	\$600,000	\$600,000	-	-
EN.1c	New Pump Station & Rising Main		DES	-	-	-	-	-	-	-	-	-	\$200,000
EN.1c	Moulamein		DES	\$100,000	-	-	-	-	-	-	\$135,000	\$275,000	\$307,000
EN.1c	Mains Replacement/Renewal		DES	\$100,000	-	-	-	-	-	-	\$135,000	\$275,000	\$307,000
EN.1c	Murray Downs		DES	-	-	-	-	-	-	-	-	\$50,000	-
EN.1c	Membrane Replacement		DES	-	-	-	-	-	-	-	-	\$50,000	-
	SEWERAGE SERVICES TOTAL			\$190,000	\$260,000	\$260,000	\$315,000	\$600,000	\$400,000	\$600,000	\$735,000	\$325,000	\$507,000

Performance Measures

Performance measures are in accordance with Note 13 – Statement of Performance Measures of the current Accounting Code. Council will review this *LTFP* each year as part of the development of the Operational Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections and assumptions made in the *LTFP* compared to the actual results. Were the estimates accurate? In future, the assumptions may need to be adjusted to improve the accuracy of the *LTFP* over the longer term.

The review process will be repeated every four years, in line with the review of the *Vision 2023 Community Strategic Plan*. The *LTFP* will need to be adjusted if there are any substantial changes to the *Vision 2023 Community Strategic Plan*. This will also be an appropriate time to test the underpinning assumptions and the accuracy of the estimates of the past four-year period.

The KPIs will be reviewed as part of the Quarterly Budget Review process. The quarterly review will be undertaken to provide a progress report on how Council is meeting its original budget. Any budget variations will be proposed to Council as part of the report requiring Council resolution to accept or reject the variation request.

1. TCorp's Operating Result Over 10 Years Target: < Negative 4%

Working towards TCorp's benchmark of operating revenue < negative 4% over the life of the 10 year LTFP

2. Unrestricted Cash Ratio Target: 2:1 or greater

Assess the adequacy of working capital after excluding all restricted assets and liabilities.

3. Debt Service Ratio Target: 0.1:1 or less

Assesses the degree to which revenues are committed to the repayment of debt.

4. Rates and Charges Coverage Ratio Target: 0.3:1 or greater

Assess the degree of dependence upon revenues from rates and annual charges.

5. Rates and Charges Outstanding % Target: 9% or less

Assess the impact of uncollected rates and charges on liquidity and the adequacy of recovery efforts.

6. Asset Renewal Ratio Target: 0.7:1 or greater

Assess the rate at which assets are being renewed against the rate they are being depreciated.

Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rates and the potential effect of inflation on revenues and expenditures. Some of these assumptions will have a relatively limited impact if they are wrong. Others can have a major impact on future financial plans.

Council has ensured that: -

- The assumptions in the *LTFP* have been documented within the plan.
- Matters which will have moderate to significant impacts have been identified.
- The Plan has been tested by varying the parameters of moderate to significant assumptions (e.g. changing interest and inflation rates, reducing or eliminating grants and subsidies).

Council relies (as do most Rural Councils) on Government Grants (Federal & State) to undertake the majority of its road infrastructure renewal work and significant movement downwards in these grants would have a severe impact on backlog of this asset class.

Risk Assessment

A risk assessment process has been applied to test the assumptions upon which the *LTFP* has been framed. This considered questions such as:

- How accurate are the projected estimates of expenditure?
- How certain is the revenue stream?
- What could impact on the expenditures?
- What could impact on the revenues?
- What other risks are associated with key projects e.g. loss of key staff, loss of grants?
- How reliable are investment options?
- Are ratepayers' funds at risk?
- What are the potential liabilities for the council – legal and financial – if key projects fail?
- Outcomes of Independent Local Government Review Panel Report?
- Federal Government's Commission of Audit Reports Recommendation?
- Federal & State Government budget policy changes

Other means of testing the *LTFP* included:

- Undertaking a cost/benefit analysis
- Conducting a SWOT analysis to ensure that problems can be anticipated and properly dealt with
- Rigorously considering all the options and alternatives to carry out a function, provide a service or raise funds and choosing the option that is the least risky or the most likely to succeed.

Financial Models

This Chapter of the *LTFP* includes financial modelling of three different scenarios. The *LTFP* has provided Council with insight into how much latitude it has with various projects and scenarios. These models have been used to discuss the financial implications of the Community Strategic Plan with residents. Council proposes to apply for a special rate variation in all Scenarios which addresses the options that will underpin the discussion with the community about the costs and benefits of the proposed increase in rates at a later date.

Council has adopted Scenario 2 Conservative for the purposes for the 2014/2015 Operational Plan, Delivery Program and *LTFP*.

Three scenarios are set out below: -

- 1. Status Quo Scenario**
- 2. Conservative Scenario**
- 3. Probable Scenario**
- 4. Optimistic Scenario – Accelerated Road and Bridge Works**

Scenario 1 – Status Quo

- Baseline budget assumptions & three year freeze on indexation of the Financial Assistance Grants effective from July 2014. This decision to freeze indexation has effectively removed \$3.2 million of revenue in the *LTFP* (allowed for 3% per annum increase).
- A three (3) year freeze of service levels in the following areas:
 - Rural Roads & Bridge Mtce
 - Rural Unsealed Roads – Gravel Resheets
 - Rural Sealed Roads – Reseals
 - Town Mtce – Street & Gutter Cleaning, Stormwater Drainage, Town Litter Collection, Kerb & Gutter, Paved & Unpaved Footpaths, Tree Mtce, Public Toilets, Urban Roads, Parks, Gardens & Recreation Reserves.
 - Urban Road – Reseals
 - Kerb & Gutter – Renewals
 - Footpaths - Renewals
- Continuation of the accelerated the timber bridge replacement program. Refer CAPEX
- Future borrowings \$600,000 from 2016/2017 to 2018/2019, \$700,000 in 2019/2020, \$700,000 in 2022/2023 & \$600,000 in 2023/2024.

- No allowances have been made for interest rate subsidies under the State Governments Local Infrastructure Renewal Scheme (LIRS). However if the LIRS is still in place the following additional revenue will be generated upon successful applications.
 - Borrowings \$700,000 2019/2020 - \$83,000 life of LTFP
 - Borrowings \$700,000 2022/2023 - \$39,000 life of LTFP
 - Borrowings \$600,000 2023/2024- \$17,000 life of LTFP

Scenario 2 (Adopted) – Conservative

- Baseline budget assumptions & three year freeze on indexation of the Financial Assistance Grants effective from July 2014.
- Allows a Special Rate Variation of 7% (inclusive of rate pegging %) in 2015/2016 so as to maintain current service levels following the three year freeze on indexation of the Financial Assistance Grants.
- Accelerated the timber bridge replacement program – Same as Scenario 1
- Future borrowings – Same as Scenario 1
- This Scenario is shown in tables below:-
 - SRV of 7% over one (1) financial year commencing 2015/2016

Scenario 3 – Probable

- Baseline budget assumptions & three year freeze on indexation of the Financial Assistance Grants effective from July 2014.
- Service levels are generally consistent with the conservative scenario.
- Incorporates Scenario 1 plus advances timber bridge replacement program and reduces the need to borrow \$1.3 million over the 2022/2023 – 2023/2024 financial years.
- Requires an application for a Special Rate Variation (SRV) of 14% (inclusive of rate pegging %) over two (2) financial years commencing 2015/2016.
- Continuation of the accelerated the timber bridge replacement program. Changes to CAPEX below:-
 - Rangemore Road/Jimaringle Creek Bridge - \$447,000 – 2021/2022
 - Nacurrie Road Nth/ Flood Opening \$272,000 – 2022/2023
 - Nacurrie Road Sth/Merran Creek Ana-Branch Bridge \$279,000 – 2023/2024
- Future borrowings \$600,000 in 2016/2017 to 2018/2019 & \$700,000 in 2019/2020.
- Allows for additional future borrowing capacity.
- No allowances have been made for interest rate subsidies under the State Governments Local Infrastructure Renewal Scheme (LIRS). However if the LIRS is still in place the following additional revenue will be generated upon successful applications.
 - Borrowings \$700,000 2019/2020 - \$83,000 life of LTFP
- The Scenario are shown in tables below:-
 - SRV of 14% over two (2) financial years commencing 2015/2016

Scenario 4– Optimistic (Accelerated Rural Road Network Renewals)

- Baseline budget assumptions & three year freeze on indexation of the Financial Assistance Grants effective from July 2014.
- Service levels are generally consistent with the conservative scenario.
- Incorporates Scenario 3 + additional expenditure on the Rural Road Network renewals.
- Requires an application for a Special Rate Variation (SRV) of 20% (inclusive of rate pegging %) over three (3) financial years commencing 2015/2016.
- Continuation of the accelerated the timber bridge replacement program.
Changes to CAPEX below:-
 - Rangemore Road/Jimaringle Creek Bridge \$441,000 – 2020/2021
 - Nacurrie Road Nth/ Flood Opening - \$266,000 – 2021/2022
 - Nacurrie Road Sth/Merran Creek Ana-Branch Bridge \$266,000 – 2021/2022
 - Drysdale Lane/Merran Creek \$453,000 – 2022/2023
 - Sandys Road/Barber Creek \$794,000 – 2023/2024
 - Nacurrie Road Nth/Washout Creek \$279,000 – 2023/2024
- Future borrowings – Same as Scenario 3
- Allows for additional future borrowing capacity.
- The Scenario are shown in tables below:-
 - SRV of 20% over three (3) financial years commencing 2015/2016

SUMMARY OF SCENARIOS

Rate Revenue			
Year	\$ SRV Income 7% commencing 2015/2016 (Scenario 2)	\$ SRV Income 14% over two (2) financial years commencing 2015/2016 (Scenario 3)	\$ SRV Income 20% over three (3) financial years commencing 2015/2016 (Scenario 4)
2014/2015	\$0	\$0	\$0
2015/2016	\$161,328	\$0	\$0
2016/2017	\$166,168	\$172,621	\$0
2017/2018	\$171,153	\$177,800	\$138,528
2018/2019	\$176,288	\$183,134	\$142,684
2019/2020	\$181,576	\$188,628	\$146,965
2020/2021	\$187,024	\$194,287	\$151,374
2021/2022	\$192,634	\$200,115	\$155,915
2022/2023	\$198,413	\$206,119	\$160,592
2023/2024	\$204,366	\$212,302	\$165,410
Impact	\$1,638,950	\$1,535,006	\$1,061,468
Accumulative Additional Revenue		\$3,173,956	\$4,235,424

Changes to Timber Bridge Replacement Program				
Project	\$ Original Replacement Cost	\$ Scenarios 1&2 Dates of Construction	\$ Scenario 3 Dates of Construction	\$ Scenario 4 Dates of Construction
Borrowings	\$700,000	2022/2023		
Borrowings	\$600,000	2023/2024		
Rangemore Road/Jimaringle Creek Bridge	\$462,000	2022/2023	2021/2022	2020/2021
Nacurrie Road Nth/ Flood Opening	\$279,000	2023/2024	2022/2023	2021/2022
Nacurrie Road Sth/Merran Creek Ana-Branch Bridge	\$285,000		2023/2024	2021/2022
Drysdale Lane/Merran Creek	\$486,000			2022/2023
Sandys Road/Barber Creek	\$849,000			2023/2024
Nacurrie Road Nth/ Washout Creek	\$304,000			2023/2024

Savings in Borrowing & Construction Cost				
Project	\$ Original Programed Replacement Costs	\$ Scenarios1&2 Savings	\$ Scenario 2 Savings	\$ Scenario 3 Savings
Borrowings - Interest	\$128,400	\$0	\$128,400	\$128,400
Rangemore Road/Jimaringle Creek Bridge	\$462,000	\$0	\$10,000	\$21,000
Nacurrie Road Nth/ Flood Opening	\$279,000	\$0	\$7,000	\$13,000
Nacurrie Road Sth/Merran Creek Ana-Branch Bridge	\$285,000	\$0	\$6,000	\$19,000
Drysdale Lane/Merran Creek	\$486,000	\$0		\$33,000
Sandys Road/Barber Creek	\$849,000	\$0		\$55,000
Nacurrie Road Nth/ Washout Creek	\$304,000	\$0		\$25,000
Total		\$0	\$151,400	\$294,400





Special Rate Variation Requirements

The Independent Pricing and Regulatory Tribunal (IPART) accesses and determines applications by councils for rate variations. IPART will expect that Council's Integrated Planning and Reporting documentation will support the application, providing a rationale for the proposed rate increase, and include consideration of the impact of the increase on ratepayers, providing evidence of the consultation Council has undertaken to obtain the community's views on the proposal. The *LTFP* is a tool for providing commentary that achieves this requirement and explains the rate variation scenario provided in the financial modelling.

Council is proposing Special Rate Variations in all Scenarios 2, 3 & 4.

Council will have detailed discussions with the community about service levels and funding priorities in the year prior to that in which the Special Rate Variation is proposed to apply. If there is Council agreement and general community acceptance that a Special Rate Variation is the best way to sustainably accelerate important, necessary road upgrades, Council will proceed with a Special Rate variation application to IPART.

10 Year Financial Plan 2014-2024 Rate Pegging Increases Only Scenario 1

	Consolidated - Long Term Financial Plan
	General Fund - Long Term Financial Plan
	Water Supply Fund - Long Term Financial Plan
	Sewerage Fund - Long Term Financial Plan

Wakool Shire Council - Consolidated - Council Scenario 1

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	6,113	6,296	6,484	6,678	6,878	7,083	7,294	7,489	7,709	7,939
User charges and fees	1,181	1,169	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Interest and investment revenue	581	563	564	566	567	504	491	493	494	496
Other revenues	560	563	583	585	607	609	632	635	658	661
Grants & contributions - Operating	7,565	7,572	7,529	7,738	7,806	7,975	8,182	8,381	8,586	8,798
Grants & contributions - Capital	1,360	5,202	6,612	3,853	1,572	435	435	435	435	435
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	17,360	21,365	22,976	20,660	18,708	17,922	18,390	18,830	19,320	19,810
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	5,075	4,814	4,906	5,363	5,689	5,925	6,194	6,489	6,629	6,881
Borrowing costs	234	186	157	134	115	146	121	96	112	131
Materials and contracts	4,169	3,876	3,854	3,937	3,914	3,986	4,078	4,190	4,248	4,423
Depreciation and amortisation	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,477	1,504	1,578	1,607	1,666	1,728	1,823	1,842	1,880	1,947
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	17,649	17,074	17,189	17,735	18,078	18,479	18,910	19,311	19,563	20,076
OPERATING RESULT FROM CONTINUING OPERATIONS	(289)	4,291	5,787	2,925	630	(557)	(520)	(481)	(243)	(266)
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(289)	4,291	5,787	2,925	630	(557)	(520)	(481)	(243)	(266)
Attributable to:										
Council	(289)	4,291	5,787	2,925	630	(557)	(520)	(481)	(243)	(266)
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,649)	(911)	(825)	(928)	(942)	(992)	(955)	(916)	(678)	(701)

Wakool Shire Council - Consolidated - Council Scenario 1									
--	--	--	--	--	--	--	--	--	--

[illegible]

Wakool Shire Council - Consolidated - Council Scenario 1

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	6,243	6,346	6,484	6,678	6,878	7,083	7,294	7,489	7,709	7,939
User charges & fees	1,191	1,176	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Investment Income	581	563	564	566	567	504	491	493	494	496
Other	1,584	2,000	1,605	1,590	1,631	1,614	1,632	1,635	1,658	1,661
Grants and Contributions	9,025	12,774	14,141	11,591	9,378	8,410	8,617	8,816	9,021	9,233
Payments:										
Employee costs	(5,175)	(4,914)	(5,006)	(5,463)	(5,789)	(6,025)	(6,294)	(6,589)	(6,729)	(6,981)
Borrowing Costs	(234)	(186)	(157)	(134)	(115)	(146)	(121)	(96)	(112)	(131)
Materials & contracts	(4,179)	(3,886)	(3,864)	(3,937)	(3,922)	(3,986)	(4,078)	(4,190)	(4,248)	(4,423)
Other	(2,477)	(2,504)	(2,578)	(2,607)	(2,666)	(2,728)	(2,823)	(2,842)	(2,880)	(2,947)
Net cash provided by (or used in) operating activities	6,559	11,369	12,393	9,524	7,240	6,042	6,074	6,113	6,351	6,328
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,959	186	370	297	1,147	274	815	446	292	326
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	24	427	12	14	24	5	-	-	-	-
Payments:										
Purchase of investments	(127)	(133)	(552)	(200)	-	(459)	(348)	(418)	(524)	(526)
Purchase of property, plant & equipment	(8,337)	(11,233)	(12,047)	(9,788)	(8,572)	(6,372)	(6,721)	(6,341)	(6,658)	(6,794)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(6,246)	(10,531)	(11,850)	(9,058)	(6,913)	(6,222)	(5,787)	(5,828)	(6,475)	(6,698)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	700	600
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(813)	(828)	(743)	(666)	(627)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(813)	(828)	(543)	(466)	(427)	180	(437)	(412)	297	208
Net increase/(decrease) in cash assets held	(500)	10	-	-	(100)	-	(150)	(127)	173	(162)
Cash assets at beginning of reporting period	4,295	3,795	3,805	3,805	3,805	3,705	3,705	3,555	3,428	3,601
Cash assets at end of reporting period	3,795	3,805	3,805	3,805	3,705	3,705	3,555	3,428	3,601	3,439

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.09	4.03	3.97	3.78	3.69	3.20	2.82	3.27	3.39
Debt Service Ratio	8.75%	8.29%	7.15%	6.19%	5.58%	4.89%	3.99%	3.54%	3.49%	3.44%
Rates & Annual Charges Coverage Ratio	35%	29%	28%	32%	37%	40%	40%	40%	40%	40%
TCorp Operating Revenue < Negative 4%	(10.31%)	(5.64%)	(5.04%)	(5.52%)	(5.50%)	(5.67%)	(5.32%)	(4.98%)	(3.59%)	(3.62%)
TCorp Capital Expenditure Ratio >1.1	1.21	1.64	1.74	1.37	1.21	0.90	0.93	0.87	0.93	0.97

Wakool Shire Council - General Fund - Council Scenario 1

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	4,312	4,441	4,573	4,710	4,851	4,995	5,144	5,274	5,427	5,589
User charges and fees	824	801	825	850	876	902	929	957	985	1,015
Interest and investment revenue	470	452	453	455	456	418	420	422	423	425
Other revenues	557	560	580	582	604	606	628	631	654	657
Grants & contributions - Operating	7,536	7,542	7,498	7,706	7,774	7,941	8,148	8,345	8,549	8,760
Grants & contributions - Capital	1,340	5,182	6,592	3,833	1,552	415	415	415	415	415
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	15,039	18,978	20,521	18,136	16,113	15,277	15,684	16,044	16,453	16,861
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	4,371	4,107	4,179	4,614	4,908	5,133	5,379	5,649	5,763	5,990
Borrowing costs	230	184	156	134	115	146	121	96	112	131
Materials and contracts	3,727	3,438	3,402	3,472	3,425	3,495	3,572	3,669	3,711	3,870
Depreciation and amortisation	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,070	1,085	1,147	1,163	1,208	1,257	1,338	1,342	1,365	1,417
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	15,230	14,646	14,716	15,215	15,488	15,863	16,242	16,588	16,783	17,240
OPERATING RESULT FROM CONTINUING OPERATIONS	(191)	4,332	5,805	2,921	625	(586)	(558)	(544)	(330)	(379)
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(191)	4,332	5,805	2,921	625	(586)	(558)	(544)	(330)	(379)
Attributable to:										
Council	(191)	4,332	5,805	2,921	625	(586)	(558)	(544)	(330)	(379)
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,531)	(850)	(787)	(912)	(927)	(1,001)	(973)	(959)	(745)	(794)

Wakool Shire Council - General Fund - Council Scenario 1									
--	--	--	--	--	--	--	--	--	--

[illegible]

Wakool Shire Council - General Fund - Council Scenario 1

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	4,412	4,441	4,573	4,710	4,851	4,995	5,144	5,274	5,427	5,589
User charges & fees	824	801	825	850	876	902	929	957	985	1,015
Investment Income	470	452	453	455	456	418	420	422	423	425
Other	1,276	1,692	1,297	1,282	1,323	1,306	1,328	1,331	1,354	1,357
Grants and Contributions	8,976	12,724	14,090	11,539	9,326	8,356	8,563	8,760	8,964	9,175
Payments:										
Employee costs	(4,471)	(4,207)	(4,279)	(4,714)	(5,008)	(5,233)	(5,479)	(5,749)	(5,863)	(6,090)
Borrowing Costs	(230)	(184)	(156)	(134)	(115)	(146)	(121)	(96)	(112)	(131)
Materials & contracts	(3,737)	(3,448)	(3,412)	(3,472)	(3,433)	(3,495)	(3,572)	(3,669)	(3,711)	(3,870)
Other	(1,770)	(1,785)	(1,847)	(1,863)	(1,908)	(1,957)	(2,038)	(2,042)	(2,065)	(2,117)
Net cash provided by (or used in) operating activities	5,750	10,486	11,544	8,653	6,368	5,146	5,174	5,188	5,402	5,353
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,739	186	370	297	644	216	553	58	292	186
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	19	422	7	9	19	-	-	-	-	-
Payments:										
Purchase of investments	-	-	(217)	-	-	-	-	-	-	(58)
Purchase of property, plant & equipment	(7,480)	(10,510)	(11,543)	(9,128)	(7,100)	(5,872)	(5,907)	(5,546)	(6,233)	(6,147)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(5,487)	(9,680)	(11,016)	(8,203)	(5,949)	(5,326)	(4,887)	(5,003)	(5,526)	(5,723)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	700	600
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(763)	(796)	(728)	(650)	(619)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(763)	(796)	(528)	(450)	(419)	180	(437)	(412)	297	208
Net increase/(decrease) in cash assets held	(500)	10	-	-	-	-	(150)	(227)	173	(162)
Cash assets at beginning of reporting period	3,451	2,951	2,961	2,961	2,961	2,961	2,961	2,811	2,584	2,757
Cash assets at end of reporting period	2,951	2,961	2,961	2,961	2,961	2,961	2,811	2,584	2,757	2,595

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.09	4.03	3.97	3.78	3.69	3.20	2.82	3.27	3.39
Debt Service Ratio	10.24%	9.91%	8.68%	7.50%	6.82%	6.05%	4.92%	4.37%	4.30%	4.25%
Rates & Annual Charges Coverage Ratio	29%	23%	22%	26%	30%	33%	33%	33%	33%	33%
TCorp Operating Revenue < Negative 4%	(11.18%)	(6.16%)	(5.65%)	(6.38%)	(6.37%)	(6.74%)	(6.37%)	(6.14%)	(4.65%)	(4.83%)
TCorp Capital Expenditure Ratio >1.1	1.24	1.76	1.91	1.46	1.13	0.95	0.93	0.87	1.00	1.00

Wakool Shire Council - Water Supply - Council Scenario 1

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	1,052	1,084	1,116	1,150	1,184	1,220	1,256	1,294	1,333	1,373
User charges and fees	355	366	377	388	400	412	424	437	450	463
Interest and investment revenue	60	60	60	60	60	60	60	60	60	60
Other revenues	1	1	1	1	1	1	1	1	1	1
Grants & contributions - Operating	15	16	16	17	17	18	18	19	20	20
Grants & contributions - Capital	10	10	10	10	10	10	10	10	10	10
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	1,493	1,537	1,580	1,626	1,672	1,721	1,769	1,821	1,874	1,927
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	446	447	460	474	501	503	518	534	550	566
Borrowing costs	3	2	1	-	-	-	-	-	-	-
Materials and contracts	325	322	332	342	365	363	374	385	397	409
Depreciation and amortisation	454	454	454	454	454	454	454	454	454	454
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	264	272	280	288	297	306	315	324	334	344
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	1,492	1,497	1,527	1,558	1,617	1,626	1,661	1,697	1,735	1,773
OPERATING RESULT FROM CONTINUING OPERATIONS	1	40	53	68	55	95	108	124	139	154
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	1	40	53	68	55	95	108	124	139	154
Attributable to:										
Council	1	40	53	68	55	95	108	124	139	154
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(9)	30	43	58	45	85	98	114	129	144

<p>Wakool Shire Council - Water Supply - Council Scenario 1</p>
--

	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
BALANCE SHEET BY FUND										
CURRENT ASSETS										
Cash and cash equivalents	403	403	403	403	303	303	303	403	403	403
Investments	871	930	1,185	1,359	1,101	1,555	1,903	2,321	2,690	3,143
Receivables	299	259	254	249	244	239	239	239	239	239
Inventories	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	1,573	1,592	1,842	2,011	1,648	2,097	2,445	2,963	3,332	3,785
NON-CURRENT ASSETS										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant and equipment	21,865	21,874	21,664	21,555	21,973	21,619	21,379	20,985	20,631	20,317
Investments accounted for using equity method	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL NON CURRENT ASSETS	21,865	21,874	21,664	21,555	21,973	21,619	21,379	20,985	20,631	20,317
TOTAL ASSETS	23,438	23,466	23,506	23,566	23,621	23,716	23,824	23,948	23,963	24,102
CURRENT LIABILITIES										
Payables	4	4	4	4	4	4	4	4	4	4
Borrowings	12	13	8	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT LIABILITIES	16	17	12	4	4	4	4	4	4	4
NON-CURRENT LIABILITIES										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	21	8	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT LIABILITIES	21	8	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	37	25	12	4	4	4	4	4	4	4
NET ASSETS	23,401	23,441	23,494	23,562	23,617	23,712	23,820	23,944	23,959	24,098
EQUITY										
Retained earnings	17,182	17,222	17,275	17,343	17,398	17,493	17,601	17,725	17,740	17,879
Revaluation Reserves	6,219	6,219	6,219	6,219	6,219	6,219	6,219	6,219	6,219	6,219
Council equity interest	23,401	23,441	23,494	23,562	23,617	23,712	23,820	23,944	23,959	24,098
Minority equity Interests	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	23,401	23,441	23,494	23,562	23,617	23,712	23,820	23,944	23,959	24,098

Wakool Shire Council - Water Supply - Council Scenario 1

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	1,072	1,112	1,116	1,150	1,184	1,220	1,256	1,294	1,333	1,373
User charges & fees	365	373	377	388	400	412	424	437	450	463
Investment Income	60	60	60	60	60	60	60	60	60	60
Other	206	206	206	206	206	206	201	201	201	201
Grants and Contributions	25	26	26	27	27	28	28	29	30	30
Payments:										
Employee costs	(446)	(447)	(460)	(474)	(501)	(503)	(518)	(534)	(550)	(566)
Borrowing Costs	(3)	(2)	(1)	-	-	-	-	-	-	-
Materials & contracts	(325)	(322)	(332)	(342)	(365)	(363)	(374)	(385)	(397)	(409)
Other	(464)	(472)	(480)	(488)	(497)	(506)	(515)	(524)	(534)	(544)
Net cash provided by (or used in) operating activities	490	534	512	527	514	554	562	578	593	608
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	220	-	-	-	260	-	-	-	-	-
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	5	5	5	5	5	5	-	-	-	-
Payments:										
Purchase of investments	-	(46)	(261)	(174)	-	(459)	(348)	(418)	(493)	(468)
Purchase of property, plant & equipment	(667)	(463)	(244)	(345)	(872)	(100)	(214)	(60)	(100)	(140)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(442)	(504)	(500)	(514)	(607)	(554)	(562)	(478)	(593)	(608)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(48)	(30)	(12)	(13)	(7)	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(48)	(30)	(12)	(13)	(7)	-	-	-	-	-
Net increase/(decrease) in cash assets held	-	-	-	-	(100)	-	-	100	-	-
Cash assets at beginning of reporting period	403	403	403	403	403	303	303	303	403	403
Cash assets at end of reporting period	403	403	403	403	303	303	303	403	403	403

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	98.31	93.65	153.50	502.75	412.00	524.25	611.25	740.75	833.00	946.25
Debt Service Ratio	3.44%	2.10%	0.83%	0.80%	0.42%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio	70%	71%	71%	71%	71%	71%	71%	71%	71%	71%
TCorp Operating Revenue < Negative 4%	(0.61%)	1.96%	2.74%	3.59%	2.71%	4.97%	5.57%	6.29%	6.92%	7.51%
TCorp Capital Expenditure Ratio >1.1	1.47	1.02	0.54	0.76	1.92	0.22	0.47	0.13	0.22	0.31

Wakool Shire Council - Sewerage Services - Council Scenario 1

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	749	771	795	818	843	868	894	921	949	977
User charges and fees	2	2	2	2	2	2	3	3	3	3
Interest and investment revenue	51	51	51	51	51	26	11	11	11	11
Other revenues	2	2	2	2	2	2	3	3	3	3
Grants & contributions - Operating	14	14	15	15	15	16	16	17	17	18
Grants & contributions - Capital	10	10	10	10	10	10	10	10	10	10
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	828	850	875	898	923	924	937	965	993	1,022
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	258	260	267	275	280	289	297	306	316	325
Borrowing costs	1	-	-	-	-	-	-	-	-	-
Materials and contracts	117	116	120	123	124	128	132	136	140	144
Depreciation and amortisation	408	408	408	408	408	408	408	408	408	408
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	143	147	151	156	161	165	170	176	181	186
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	927	931	946	962	973	990	1,007	1,026	1,045	1,063
OPERATING RESULT FROM CONTINUING OPERATIONS	(99)	(81)	(71)	(64)	(50)	(66)	(70)	(61)	(52)	(41)
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(99)	(81)	(71)	(64)	(50)	(66)	(70)	(61)	(52)	(41)
Attributable to:										
Council	(99)	(81)	(71)	(64)	(50)	(66)	(70)	(61)	(52)	(41)
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(109)	(91)	(81)	(74)	(60)	(76)	(80)	(71)	(62)	(51)

Wakool Shire Council - Sewerage Services - Council Scenario 1	
---	--





[illegible]

Wakool Shire Council - Sewerage Services - Council Scenario 1

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	759	793	795	818	843	868	894	921	949	977
User charges & fees	2	2	2	2	2	2	3	3	3	3
Investment Income	51	51	51	51	51	26	11	11	11	11
Other	102	102	102	102	102	102	103	103	103	103
Grants and Contributions	24	24	25	25	25	26	26	27	27	28
Payments:										
Employee costs	(258)	(260)	(267)	(275)	(280)	(289)	(297)	(306)	(316)	(325)
Borrowing Costs	(1)	-	-	-	-	-	-	-	-	-
Materials & contracts	(117)	(116)	(120)	(123)	(124)	(128)	(132)	(136)	(140)	(144)
Other	(243)	(247)	(251)	(256)	(261)	(265)	(270)	(276)	(281)	(286)
Net cash provided by (or used in) operating activities	319	349	337	344	358	342	338	347	356	367
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	-	-	-	-	243	58	262	388	-	140
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of investments	(127)	(87)	(74)	(26)	-	-	-	-	(31)	-
Purchase of property, plant & equipment	(190)	(260)	(260)	(315)	(600)	(400)	(600)	(735)	(325)	(507)
Purchase of real estate	-	-	-	-	-	-	-	-	-	-
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(317)	(347)	(334)	(341)	(357)	(342)	(338)	(347)	(356)	(367)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(2)	(2)	(3)	(3)	(1)	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(2)	(2)	(3)	(3)	(1)	-	-	-	-	-
Net increase/(decrease) in cash assets held	-	-	-	-	-	-	-	-	-	-
Cash assets at beginning of reporting period	441	441	441	441	441	441	441	441	441	441
Cash assets at end of reporting period	441	441	441	441	441	441	441	441	441	441

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	405.50	281.33	587.33	895.00	1,547.00	1,489.00	1,227.00	839.00	981.00	832.00
Debt Service Ratio	0.37%	0.24%	0.35%	0.34%	0.11%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio	90%	91%	91%	91%	91%	94%	95%	95%	96%	96%
TCorp Operating Revenue < Negative 4%	(13.33%)	(10.83%)	(9.36%)	(8.33%)	(6.57%)	(8.32%)	(8.63%)	(7.43%)	(6.31%)	(5.04%)
TCorp Capital Expenditure Ratio >1.1	0.47	0.64	0.64	0.77	1.47	0.98	1.47	1.80	0.80	1.24

**10 Year
Financial
Plan
2014-2024
7% Rate Increase
commencing 2015-2016
Scenario 2
(Adopted)**

	Consolidated - Long Term Financial Plan
	General Fund - Long Term Financial Plan
	Water Supply - No Change from Scenario 1
	Sewerage Fund - No Change from Scenario 1

Wakool Shire Council - Consolidated - Council Adpoted Scenario 2

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	6,113	6,457	6,651	6,849	7,054	7,265	7,481	7,681	7,907	8,144
User charges and fees	1,181	1,169	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Interest and investment revenue	581	563	564	566	567	504	491	493	494	496
Other revenues	560	563	583	585	607	609	632	635	658	661
Grants & contributions - Operating	7,565	7,572	7,529	7,738	7,806	7,975	8,182	8,381	8,586	8,798
Grants & contributions - Capital	1,360	5,202	6,612	3,853	1,572	435	435	435	435	435
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	17,360	21,526	23,143	20,831	18,884	18,104	18,577	19,022	19,518	20,015
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	5,075	4,831	4,931	5,384	5,710	5,948	6,217	6,513	6,653	6,906
Borrowing costs	234	186	157	134	115	146	121	96	112	131
Materials and contracts	4,169	3,938	3,958	4,030	4,010	4,085	4,180	4,295	4,355	4,534
Depreciation and amortisation	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,477	1,503	1,576	1,605	1,664	1,725	1,820	1,839	1,877	1,944
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	17,649	17,152	17,316	17,847	18,193	18,598	19,032	19,437	19,691	20,209
OPERATING RESULT FROM CONTINUING OPERATIONS	(289)	4,374	5,827	2,984	691	(494)	(455)	(415)	(173)	(194)
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(289)	4,374	5,827	2,984	691	(494)	(455)	(415)	(173)	(194)
Attributable to:										
Council	(289)	4,374	5,827	2,984	691	(494)	(455)	(415)	(173)	(194)
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,649)	(828)	(785)	(869)	(881)	(929)	(890)	(850)	(608)	(629)

Wakool Shire Council - Consolidated - Council Adpoted Scenario 2	
--	--

[illegible]

Wakool Shire Council - Consolidated - Council Adpoted Scenario 2

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	6,243	6,507	6,651	6,849	7,054	7,265	7,481	7,681	7,907	8,144
User charges & fees	1,191	1,176	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Investment Income	581	563	564	566	567	504	491	493	494	496
Other	1,584	2,000	1,605	1,590	1,631	1,614	1,632	1,635	1,658	1,661
Grants and Contributions	9,025	12,774	14,141	11,591	9,378	8,410	8,617	8,816	9,021	9,233
Payments:										
Employee costs	(5,175)	(4,931)	(5,031)	(5,484)	(5,810)	(6,048)	(6,317)	(6,613)	(6,753)	(7,006)
Borrowing Costs	(234)	(186)	(157)	(134)	(115)	(146)	(121)	(96)	(112)	(131)
Materials & contracts	(4,179)	(3,948)	(3,968)	(4,030)	(4,018)	(4,085)	(4,180)	(4,295)	(4,355)	(4,534)
Other	(2,477)	(2,503)	(2,576)	(2,605)	(2,664)	(2,725)	(2,820)	(2,839)	(2,877)	(2,944)
Net cash provided by (or used in) operating activities	6,559	11,452	12,433	9,583	7,301	6,105	6,139	6,179	6,421	6,400
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,959	-	200	110	961	147	629	388	106	140
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	24	427	12	14	24	5	-	-	-	-
Payments:										
Purchase of investments	(127)	(196)	(552)	(200)	-	(459)	(348)	(545)	(524)	(526)
Purchase of property, plant & equipment	(8,337)	(11,067)	(11,917)	(9,660)	(8,447)	(6,249)	(6,600)	(6,222)	(6,542)	(6,680)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(6,246)	(10,614)	(11,890)	(9,117)	(6,974)	(6,226)	(5,852)	(5,894)	(6,545)	(6,770)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	700	600
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(813)	(828)	(743)	(666)	(627)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(813)	(828)	(543)	(466)	(427)	180	(437)	(412)	297	208
Net increase/(decrease) in cash assets held	(500)	10	-	-	(100)	59	(150)	(127)	173	(162)
Cash assets at beginning of reporting period	4,295	3,795	3,805	3,805	3,805	3,705	3,764	3,614	3,487	3,660
Cash assets at end of reporting period	3,795	3,805	3,805	3,805	3,705	3,764	3,614	3,487	3,660	3,498

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.23	4.27	4.33	4.27	4.30	3.92	3.63	4.21	4.55
Debt Service Ratio	8.75%	8.18%	7.06%	6.11%	5.50%	4.83%	3.94%	3.49%	3.44%	3.40%
Rates & Annual Charges Coverage Ratio	35%	30%	29%	33%	37%	40%	40%	40%	41%	41%
TCorp Operating Revenue < Negative 4%	(10.31%)	(5.07%)	(4.75%)	(5.12%)	(5.09%)	(5.26%)	(4.91%)	(4.57%)	(3.19%)	(3.21%)
TCorp Capital Expenditure Ratio >1.1	1.21	1.62	1.72	1.35	1.19	0.88	0.91	0.86	0.91	0.95

Wakool Shire Council - General Fund - Council Adopted Scenario 2

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	4,312	4,602	4,740	4,881	5,027	5,177	5,331	5,466	5,625	5,794
User charges and fees	824	801	825	850	876	902	929	957	985	1,015
Interest and investment revenue	470	452	453	455	456	418	420	422	423	425
Other revenues	557	560	580	582	604	606	628	631	654	657
Grants & contributions - Operating	7,536	7,542	7,498	7,706	7,774	7,941	8,148	8,345	8,549	8,760
Grants & contributions - Capital	1,340	5,182	6,592	3,833	1,552	415	415	415	415	415
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	15,039	19,139	20,688	18,307	16,289	15,459	15,871	16,236	16,651	17,066
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	4,371	4,124	4,204	4,635	4,929	5,156	5,402	5,673	5,787	6,015
Borrowing costs	230	184	156	134	115	146	121	96	112	131
Materials and contracts	3,727	3,500	3,506	3,565	3,521	3,594	3,674	3,774	3,818	3,981
Depreciation and amortisation	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,070	1,084	1,145	1,161	1,206	1,254	1,335	1,339	1,362	1,414
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	15,230	14,724	14,843	15,327	15,603	15,982	16,364	16,714	16,911	17,373
OPERATING RESULT FROM CONTINUING OPERATIONS	(191)	4,415	5,845	2,980	686	(523)	(493)	(478)	(260)	(307)
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(191)	4,415	5,845	2,980	686	(523)	(493)	(478)	(260)	(307)
Attributable to:										
Council	(191)	4,415	5,845	2,980	686	(523)	(493)	(478)	(260)	(307)
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,531)	(767)	(747)	(853)	(866)	(938)	(908)	(893)	(675)	(722)

[illegible]

Wakool Shire Council - General Fund - Council Adopted Scenario 2

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	4,412	4,602	4,740	4,881	5,027	5,177	5,331	5,466	5,625	5,794
User charges & fees	824	801	825	850	876	902	929	957	985	1,015
Investment Income	470	452	453	455	456	418	420	422	423	425
Other	1,276	1,692	1,297	1,282	1,323	1,306	1,328	1,331	1,354	1,357
Grants and Contributions	8,976	12,724	14,090	11,539	9,326	8,356	8,563	8,760	8,964	9,175
Payments:										
Employee costs	(4,471)	(4,224)	(4,304)	(4,735)	(5,029)	(5,256)	(5,502)	(5,773)	(5,887)	(6,115)
Borrowing Costs	(230)	(184)	(156)	(134)	(115)	(146)	(121)	(96)	(112)	(131)
Materials & contracts	(3,737)	(3,510)	(3,516)	(3,565)	(3,529)	(3,594)	(3,674)	(3,774)	(3,818)	(3,981)
Other	(1,770)	(1,784)	(1,845)	(1,861)	(1,906)	(1,954)	(2,035)	(2,039)	(2,062)	(2,114)
Net cash provided by (or used in) operating activities	5,750	10,569	11,584	8,712	6,429	5,209	5,239	5,254	5,472	5,425
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,739	-	200	110	458	89	367	-	106	-
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	19	422	7	9	19	-	-	-	-	-
Payments:										
Purchase of investments	-	(63)	(217)	-	-	-	-	(127)	-	(58)
Purchase of property, plant & equipment	(7,480)	(10,344)	(11,413)	(9,000)	(6,975)	(5,749)	(5,786)	(5,427)	(6,117)	(6,033)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(5,487)	(9,763)	(11,056)	(8,262)	(6,010)	(5,330)	(4,952)	(5,069)	(5,596)	(5,795)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	700	600
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(763)	(796)	(728)	(650)	(619)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(763)	(796)	(528)	(450)	(419)	180	(437)	(412)	297	208
Net increase/(decrease) in cash assets held	(500)	10	-	-	-	59	(150)	(227)	173	(162)
Cash assets at beginning of reporting period	3,451	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816
Cash assets at end of reporting period	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816	2,654

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.23	4.27	4.33	4.27	4.30	3.92	3.63	4.21	4.55
Debt Service Ratio	10.24%	9.75%	8.54%	7.38%	6.71%	5.95%	4.84%	4.30%	4.23%	4.18%
Rates & Annual Charges Coverage Ratio	29%	24%	23%	27%	31%	33%	34%	34%	34%	34%
TCorp Operating Revenue < Negative 4%	(11.18%)	(5.50%)	(5.30%)	(5.89%)	(5.88%)	(6.24%)	(5.87%)	(5.64%)	(4.16%)	(4.34%)
TCorp Capital Expenditure Ratio >1.1	1.24	1.73	1.89	1.44	1.11	0.93	0.91	0.85	0.98	0.98

**10 Year
Financial
Plan
2014-2024
14% Rate
Increase over 2 years
financial years
commencing 2015-2016
Scenario 3
(Probable)**



Consolidated - Long Term Financial Plan

General Fund - Long Term Financial Plan

Water Supply - No Change from Scenario 1

Sewerage Fund - No Change from Scenario 1

Wakool Shire Council - Consolidated - Council Scenario 3

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	6,113	6,457	6,823	7,027	7,237	7,453	7,675	7,881	8,113	8,356
User charges and fees	1,181	1,169	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Interest and investment revenue	581	563	564	566	567	504	491	493	494	496
Other revenues	560	563	583	585	607	609	632	635	658	661
Grants & contributions - Operating	7,565	7,572	7,529	7,738	7,806	7,975	8,182	8,381	8,586	8,798
Grants & contributions - Capital	1,360	5,202	6,612	3,853	1,572	435	435	435	435	435
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	17,360	21,526	23,315	21,009	19,067	18,292	18,771	19,222	19,724	20,227
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	5,075	4,831	4,931	5,384	5,710	5,948	6,217	6,468	6,671	6,905
Borrowing costs	234	186	157	134	115	146	121	96	71	44
Materials and contracts	4,169	3,938	3,958	4,030	4,010	4,085	4,180	4,285	4,359	4,534
Depreciation and amortisation	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,477	1,503	1,576	1,605	1,664	1,725	1,820	1,834	1,879	1,944
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	17,649	17,152	17,316	17,847	18,193	18,598	19,032	19,377	19,674	20,121
OPERATING RESULT FROM CONTINUING OPERATIONS	(289)	4,374	5,999	3,162	874	(306)	(261)	(155)	50	106
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(289)	4,374	5,999	3,162	874	(306)	(261)	(155)	50	106
Attributable to:										
Council	(289)	4,374	5,999	3,162	874	(306)	(261)	(155)	50	106
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,649)	(828)	(613)	(691)	(698)	(741)	(696)	(590)	(385)	(329)

Wakool Shire Council - Consolidated - Council Scenario 3									
--	--	--	--	--	--	--	--	--	--

	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
BALANCE SHEET BY FUND										
CURRENT ASSETS										
Cash and cash equivalents	3,795	3,805	3,805	3,805	3,705	3,764	3,614	3,487	3,660	3,463
Investments	6,340	6,284	6,771	6,859	6,037	6,621	6,394	6,222	7,177	7,328
Receivables	1,788	1,311	1,306	1,303	1,279	1,274	1,274	1,274	1,274	1,274
Inventories	190	190	190	190	190	190	190	190	190	190
Other	34	34	34	34	34	34	34	34	34	34
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	12,147	11,624	12,106	12,191	11,245	11,883	11,506	11,207	12,335	12,289
NON-CURRENT ASSETS										
Investments	2	2	2	2	2	2	2	2	2	2
Receivables	53	36	19	-	-	-	-	-	-	-
Inventories	412	422	432	442	452	462	472	482	492	502
Infrastructure, property, plant and equipment	274,245	278,355	283,363	285,953	287,358	286,595	286,192	285,817	285,062	284,621
Investments accounted for using equity method	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL NON CURRENT ASSETS	274,712	278,815	283,816	286,397	287,812	287,059	286,666	286,301	285,556	285,125
TOTAL ASSETS	286,859	290,439	295,922	298,588	299,057	298,942	298,172	297,508	297,891	297,414
CURRENT LIABILITIES										
Payables	1,155	1,145	1,135	1,124	1,116	1,116	1,116	1,116	1,116	1,116
Borrowings	686	608	586	497	409	409	409	434	278	106
Provisions	1,335	1,235	1,135	1,035	935	835	735	635	535	435
TOTAL CURRENT LIABILITIES	3,176	2,988	2,856	2,656	2,460	2,360	2,260	2,185	1,929	1,657
NON-CURRENT LIABILITIES										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	2,775	2,169	1,785	1,489	1,280	1,571	1,162	728	1,162	1,056
Provisions	841	841	841	841	841	841	841	841	841	841
TOTAL NON-CURRENT LIABILITIES	3,616	3,010	2,626	2,330	2,121	2,412	2,003	1,569	2,003	1,897
TOTAL LIABILITIES	6,792	5,998	5,482	4,986	4,581	4,772	4,263	3,754	3,932	3,554
NET ASSETS	280,067	284,441	290,440	293,602	294,476	294,170	293,909	293,754	293,959	293,860
EQUITY										
Retained earnings	155,557	159,931	165,930	169,092	169,966	169,660	169,399	169,244	169,449	169,350
Revaluation Reserves	124,510	124,510	124,510	124,510	124,510	124,510	124,510	124,510	124,510	124,510
Council equity interest	280,067	284,441	290,440	293,602	294,476	294,170	293,909	293,754	293,959	293,860
Minority equity Interests										
TOTAL EQUITY	280,067	284,441	290,440	293,602	294,476	294,170	293,909	293,754	293,959	293,860
	-	-	-	-	-	-	-	-	-	-

Wakool Shire Council - Consolidated - Council Scenario 3

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	6,243	6,507	6,823	7,027	7,237	7,453	7,675	7,881	8,113	8,356
User charges & fees	1,191	1,176	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Investment Income	581	563	564	566	567	504	491	493	494	496
Other	1,584	2,000	1,605	1,590	1,631	1,614	1,632	1,635	1,658	1,661
Grants and Contributions	9,025	12,774	14,141	11,591	9,378	8,410	8,617	8,816	9,021	9,233
Payments:										
Employee costs	(5,175)	(4,931)	(5,031)	(5,484)	(5,810)	(6,048)	(6,317)	(6,568)	(6,771)	(7,005)
Borrowing Costs	(234)	(186)	(157)	(134)	(115)	(146)	(121)	(96)	(71)	(44)
Materials & contracts	(4,179)	(3,948)	(3,968)	(4,030)	(4,018)	(4,085)	(4,180)	(4,285)	(4,359)	(4,534)
Other	(2,477)	(2,503)	(2,576)	(2,605)	(2,664)	(2,725)	(2,820)	(2,834)	(2,879)	(2,944)
Net cash provided by (or used in) operating activities	6,559	11,452	12,605	9,761	7,484	6,293	6,333	6,439	6,644	6,700
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,959	-	-	-	778	58	435	463	406	353
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	24	427	12	14	24	5	-	-	-	-
Payments:										
Purchase of investments	(127)	(196)	(524)	(268)	-	(558)	(348)	(418)	(524)	(468)
Purchase of property, plant & equipment	(8,337)	(11,067)	(11,917)	(9,660)	(8,447)	(6,249)	(6,600)	(6,684)	(6,365)	(6,686)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(6,246)	(10,614)	(12,062)	(9,295)	(7,157)	(6,414)	(6,046)	(6,154)	(6,068)	(6,505)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(813)	(828)	(743)	(666)	(627)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(813)	(828)	(543)	(466)	(427)	180	(437)	(412)	(403)	(392)
Net increase/(decrease) in cash assets held	(500)	10	-	-	(100)	59	(150)	(127)	173	(197)
Cash assets at beginning of reporting period	4,295	3,795	3,805	3,805	3,805	3,705	3,764	3,614	3,487	3,660
Cash assets at end of reporting period	3,795	3,805	3,805	3,805	3,705	3,764	3,614	3,487	3,660	3,463

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.23	4.36	4.53	4.60	4.74	4.48	4.14	5.04	5.44
Debt Service Ratio	8.75%	8.18%	6.96%	6.02%	5.43%	4.76%	3.88%	3.44%	3.12%	2.79%
Rates & Annual Charges Coverage Ratio	35%	30%	29%	33%	38%	41%	41%	41%	41%	41%
TCorp Operating Revenue < Negative 4%	(10.31%)	(5.07%)	(3.67%)	(4.03%)	(3.99%)	(4.15%)	(3.80%)	(3.14%)	(2.00%)	(1.66%)
TCorp Capital Expenditure Ratio >1.1	1.21	1.62	1.72	1.35	1.19	0.88	0.91	0.92	0.89	0.95

Wakool Shire Council - General Fund - Council Scenario 3

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	4,312	4,602	4,912	5,059	5,210	5,365	5,525	5,666	5,831	6,006
User charges and fees	824	801	825	850	876	902	929	957	985	1,015
Interest and investment revenue	470	452	453	455	456	418	420	422	423	425
Other revenues	557	560	580	582	604	606	628	631	654	657
Grants & contributions - Operating	7,536	7,542	7,498	7,706	7,774	7,941	8,148	8,345	8,549	8,760
Grants & contributions - Capital	1,340	5,182	6,592	3,833	1,552	415	415	415	415	415
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	15,039	19,139	20,860	18,485	16,472	15,647	16,065	16,436	16,857	17,278
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	4,371	4,124	4,204	4,635	4,929	5,156	5,402	5,628	5,805	6,014
Borrowing costs	230	184	156	134	115	146	121	96	71	44
Materials and contracts	3,727	3,500	3,506	3,565	3,521	3,594	3,674	3,764	3,822	3,981
Depreciation and amortisation	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,070	1,084	1,145	1,161	1,206	1,254	1,335	1,334	1,364	1,414
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	15,230	14,724	14,843	15,327	15,603	15,982	16,364	16,654	16,894	17,285
OPERATING RESULT FROM CONTINUING OPERATIONS	(191)	4,415	6,017	3,158	869	(335)	(299)	(218)	(37)	(7)
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(191)	4,415	6,017	3,158	869	(335)	(299)	(218)	(37)	(7)
Attributable to:										
Council	(191)	4,415	6,017	3,158	869	(335)	(299)	(218)	(37)	(7)
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,531)	(767)	(575)	(675)	(683)	(750)	(714)	(633)	(452)	(422)

Wakool Shire Council - General Fund - Council Scenario 3										
BALANCE SHEET BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CURRENT ASSETS										
Cash and cash equivalents	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816	2,619
Investments	4,220	4,017	4,175	4,061	3,740	3,928	3,615	3,413	3,907	3,754
Receivables	1,423	1,008	1,008	1,010	991	991	991	991	991	991
Inventories	190	190	190	190	190	190	190	190	190	190
Other	34	34	34	34	34	34	34	34	34	34
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	8,818	8,210	8,368	8,256	7,916	8,163	7,700	7,271	7,938	7,588
NON-CURRENT ASSETS										
Investments	2	2	2	2	2	2	2	2	2	2
Receivables	53	36	19	-	-	-	-	-	-	-
Inventories	412	422	432	442	452	462	472	482	492	502
Infrastructure, property, plant and equipment	240,624	244,873	250,239	253,031	253,826	253,425	253,070	252,762	252,444	252,218
Investments accounted for using equity method	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL NON CURRENT ASSETS	241,091	245,333	250,692	253,475	254,280	253,889	253,544	253,246	252,938	252,722
TOTAL ASSETS	249,909	253,543	259,060	261,731	262,196	262,052	261,244	260,517	260,876	260,310
CURRENT LIABILITIES										
Payables	1,150	1,140	1,130	1,119	1,111	1,111	1,111	1,111	1,111	1,111
Borrowings	671	590	576	496	409	409	409	434	278	106
Provisions	1,335	1,235	1,135	1,035	935	835	735	635	535	435
TOTAL CURRENT LIABILITIES	3,156	2,965	2,841	2,650	2,455	2,355	2,255	2,180	1,924	1,652
NON-CURRENT LIABILITIES										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	2,751	2,161	1,785	1,489	1,280	1,571	1,162	728	1,162	1,056
Provisions	841	841	841	841	841	841	841	841	841	841
TOTAL NON-CURRENT LIABILITIES	3,592	3,002	2,626	2,330	2,121	2,412	2,003	1,569	2,003	1,897
TOTAL LIABILITIES	6,748	5,967	5,467	4,980	4,576	4,767	4,258	3,749	3,927	3,549
NET ASSETS	243,161	247,576	253,593	256,751	257,620	257,285	256,986	256,768	256,949	256,761
EQUITY										
Retained earnings	133,408	137,823	143,840	146,998	147,867	147,532	147,233	147,015	147,196	147,008
Revaluation Reserves	109,753	109,753	109,753	109,753	109,753	109,753	109,753	109,753	109,753	109,753
Council equity interest	243,161</									

Wakool Shire Council - General Fund - Council Scenario 3

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	4,412	4,602	4,912	5,059	5,210	5,365	5,525	5,666	5,831	6,006
User charges & fees	824	801	825	850	876	902	929	957	985	1,015
Investment Income	470	452	453	455	456	418	420	422	423	425
Other	1,276	1,692	1,297	1,282	1,323	1,306	1,328	1,331	1,354	1,357
Grants and Contributions	8,976	12,724	14,090	11,539	9,326	8,356	8,563	8,760	8,964	9,175
Payments:										
Employee costs	(4,471)	(4,224)	(4,304)	(4,735)	(5,029)	(5,256)	(5,502)	(5,728)	(5,905)	(6,114)
Borrowing Costs	(230)	(184)	(156)	(134)	(115)	(146)	(121)	(96)	(71)	(44)
Materials & contracts	(3,737)	(3,510)	(3,516)	(3,565)	(3,529)	(3,594)	(3,674)	(3,764)	(3,822)	(3,981)
Other	(1,770)	(1,784)	(1,845)	(1,861)	(1,906)	(1,954)	(2,035)	(2,034)	(2,064)	(2,114)
Net cash provided by (or used in) operating activities	5,750	10,569	11,756	8,890	6,612	5,397	5,433	5,514	5,695	5,725
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,739	-	-	-	275	-	173	75	406	213
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	19	422	7	9	19	-	-	-	-	-
Payments:										
Purchase of investments	-	(63)	(189)	(68)	-	(99)	-	-	-	-
Purchase of property, plant & equipment	(7,480)	(10,344)	(11,413)	(9,000)	(6,975)	(5,749)	(5,786)	(5,889)	(5,940)	(6,039)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(5,487)	(9,763)	(11,228)	(8,440)	(6,193)	(5,518)	(5,146)	(5,329)	(5,119)	(5,530)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(763)	(796)	(728)	(650)	(619)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(763)	(796)	(528)	(450)	(419)	180	(437)	(412)	(403)	(392)
Net increase/(decrease) in cash assets held	(500)	10	-	-	-	59	(150)	(227)	173	(197)
Cash assets at beginning of reporting period	3,451	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816
Cash assets at end of reporting period	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816	2,619

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.23	4.36	4.53	4.60	4.74	4.48	4.14	5.04	5.44
Debt Service Ratio	10.24%	9.75%	8.40%	7.25%	6.60%	5.85%	4.76%	4.23%	3.83%	3.43%
Rates & Annual Charges Coverage Ratio	29%	24%	24%	27%	32%	34%	34%	34%	35%	35%
TCorp Operating Revenue < Negative 4%	(11.18%)	(5.50%)	(4.03%)	(4.61%)	(4.58%)	(4.92%)	(4.56%)	(3.95%)	(2.75%)	(2.50%)
TCorp Capital Expenditure Ratio >1.1	1.24	1.73	1.89	1.44	1.11	0.93	0.91	0.92	0.95	0.98

**10 Year
Financial
Plan
2014-2024
20% Rate
Increase over 3 years
financial years
commencing 2015-2016
Scenario 4
(Optimistic)**



Consolidated - Long Term Financial Plan

General Fund - Long Term Financial Plan

Water Supply – No Change from Scenario 1

Sewerage Fund - No Change from Scenario 1

Wakool Shire Council - Consolidated - Council Scenario 4

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	6,113	6,457	6,823	7,166	7,380	7,600	7,827	8,037	8,274	8,522
User charges and fees	1,181	1,169	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Interest and investment revenue	581	563	564	566	567	504	491	493	494	496
Other revenues	560	563	583	585	607	609	632	635	658	661
Grants & contributions - Operating	7,565	7,572	7,529	7,738	7,806	7,975	8,182	8,381	8,586	8,798
Grants & contributions - Capital	1,360	5,202	6,612	3,853	1,572	435	435	435	435	435
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	17,360	21,526	23,315	21,148	19,210	18,439	18,923	19,378	19,885	20,393
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	5,075	4,831	4,931	5,384	5,710	5,948	6,174	6,461	6,654	6,829
Borrowing costs	234	186	157	134	115	146	121	96	71	44
Materials and contracts	4,169	3,938	3,958	4,030	4,010	4,085	4,170	4,283	4,356	4,517
Depreciation and amortisation	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694	6,694
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,477	1,503	1,576	1,605	1,664	1,725	1,815	1,833	1,877	1,935
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	17,649	17,152	17,316	17,847	18,193	18,598	18,974	19,367	19,652	20,019
OPERATING RESULT FROM CONTINUING OPERATIONS	(289)	4,374	5,999	3,301	1,017	(159)	(51)	11	233	374
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(289)	4,374	5,999	3,301	1,017	(159)	(51)	11	233	374
Attributable to:										
Council	(289)	4,374	5,999	3,301	1,017	(159)	(51)	11	233	374
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,649)	(828)	(613)	(552)	(555)	(594)	(486)	(424)	(202)	(61)

Wakool Shire Council - Consolidated - Council Scenario 4									
--	--	--	--	--	--	--	--	--	--

[illegible]

Wakool Shire Council - Consolidated - Council Scenario 4

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	6,243	6,507	6,823	7,166	7,380	7,600	7,827	8,037	8,274	8,522
User charges & fees	1,191	1,176	1,204	1,240	1,278	1,316	1,356	1,397	1,438	1,481
Investment Income	581	563	564	566	567	504	491	493	494	496
Other	1,584	2,000	1,605	1,590	1,631	1,614	1,632	1,635	1,658	1,661
Grants and Contributions	9,025	12,774	14,141	11,591	9,378	8,410	8,617	8,816	9,021	9,233
Payments:										
Employee costs	(5,175)	(4,931)	(5,031)	(5,484)	(5,810)	(6,048)	(6,274)	(6,561)	(6,754)	(6,929)
Borrowing Costs	(234)	(186)	(157)	(134)	(115)	(146)	(121)	(96)	(71)	(44)
Materials & contracts	(4,179)	(3,948)	(3,968)	(4,030)	(4,018)	(4,085)	(4,170)	(4,283)	(4,356)	(4,517)
Other	(2,477)	(2,503)	(2,576)	(2,605)	(2,664)	(2,725)	(2,815)	(2,833)	(2,877)	(2,935)
Net cash provided by (or used in) operating activities	6,559	11,452	12,605	9,900	7,627	6,440	6,543	6,605	6,827	6,968
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,959	-	-	-	635	58	665	388	391	872
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	24	427	12	14	24	5	-	-	-	-
Payments:										
Purchase of investments	(127)	(196)	(524)	(407)	-	(705)	(348)	(440)	(524)	(468)
Purchase of property, plant & equipment	(8,337)	(11,067)	(11,917)	(9,660)	(8,447)	(6,249)	(7,040)	(6,753)	(6,533)	(7,473)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(6,246)	(10,614)	(12,062)	(9,434)	(7,300)	(6,561)	(6,256)	(6,320)	(6,251)	(6,773)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(813)	(828)	(743)	(666)	(627)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(813)	(828)	(543)	(466)	(427)	180	(437)	(412)	(403)	(392)
Net increase/(decrease) in cash assets held	(500)	10	-	-	(100)	59	(150)	(127)	173	(197)
Cash assets at beginning of reporting period	4,295	3,795	3,805	3,805	3,805	3,705	3,764	3,614	3,487	3,660
Cash assets at end of reporting period	3,795	3,805	3,805	3,805	3,705	3,764	3,614	3,487	3,660	3,463

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.23	4.36	4.61	4.77	5.01	4.60	4.32	5.14	5.14
Debt Service Ratio	8.75%	8.18%	6.96%	5.96%	5.37%	4.72%	3.84%	3.41%	3.09%	2.76%
Rates & Annual Charges Coverage Ratio	35%	30%	29%	34%	38%	41%	41%	41%	42%	42%
TCorp Operating Revenue < Negative 4%	(10.31%)	(5.07%)	(3.67%)	(3.19%)	(3.15%)	(3.30%)	(2.63%)	(2.24%)	(1.04%)	(0.31%)
TCorp Capital Expenditure Ratio >1.1	1.21	1.62	1.72	1.35	1.19	0.88	0.98	0.93	0.91	1.07

Wakool Shire Council - General Fund - Council Scenario 4

INCOME STATEMENT BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
INCOME FROM CONTINUING OPERATIONS										
REVENUE:										
Rates and annual charges	4,312	4,602	4,912	5,198	5,353	5,512	5,677	5,822	5,992	6,172
User charges and fees	824	801	825	850	876	902	929	957	985	1,015
Interest and investment revenue	470	452	453	455	456	418	420	422	423	425
Other revenues	557	560	580	582	604	606	628	631	654	657
Grants & contributions - Operating	7,536	7,542	7,498	7,706	7,774	7,941	8,148	8,345	8,549	8,760
Grants & contributions - Capital	1,340	5,182	6,592	3,833	1,552	415	415	415	415	415
Net gain from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	15,039	19,139	20,860	18,624	16,615	15,794	16,217	16,592	17,018	17,444
EXPENSES FROM CONTINUING OPERATIONS										
Employee benefits and on-costs	4,371	4,124	4,204	4,635	4,929	5,156	5,359	5,621	5,788	5,938
Borrowing costs	230	184	156	134	115	146	121	96	71	44
Materials and contracts	3,727	3,500	3,506	3,565	3,521	3,594	3,664	3,762	3,819	3,964
Depreciation and amortisation	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832	5,832
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,070	1,084	1,145	1,161	1,206	1,254	1,330	1,333	1,362	1,405
Interest and Investment losses	-	-	-	-	-	-	-	-	-	-
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures & associates using equity method	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	15,230	14,724	14,843	15,327	15,603	15,982	16,306	16,644	16,872	17,183
OPERATING RESULT FROM CONTINUING OPERATIONS	(191)	4,415	6,017	3,297	1,012	(188)	(89)	(52)	146	261
OPERATING RESULT FROM DISCONTINUED OPERATIONS	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT FOR THE YEAR	(191)	4,415	6,017	3,297	1,012	(188)	(89)	(52)	146	261
Attributable to:										
Council	(191)	4,415	6,017	3,297	1,012	(188)	(89)	(52)	146	261
Minority interests										
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	(1,531)	(767)	(575)	(536)	(540)	(603)	(504)	(467)	(269)	(154)

Wakool Shire Council - General Fund - Council Scenario 4										
BALANCE SHEET BY FUND	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CURRENT ASSETS										
Cash and cash equivalents	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816	2,619
Investments	4,220	4,017	4,175	4,200	4,022	4,357	3,814	3,709	4,052	3,363
Receivables	1,423	1,008	1,008	1,010	991	991	991	991	991	991
Inventories	190	190	190	190	190	190	190	190	190	190
Other	34	34	34	34	34	34	34	34	34	34
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	8,818	8,210	8,368	8,395	8,198	8,592	7,899	7,567	8,083	7,197
NON-CURRENT ASSETS										
Investments	2	2	2	2	2	2	2	2	2	2
Receivables	53	36	19	-	-	-	-	-	-	-
Inventories	412	422	432	442	452	462	472	482	492	502
Infrastructure, property, plant and equipment	240,624	244,873	250,239	253,031	253,826	253,425	253,510	253,271	253,121	253,682
Investments accounted for using equity method	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL NON CURRENT ASSETS	241,091	245,333	250,692	253,475	254,280	253,889	253,984	253,755	253,615	254,186
TOTAL ASSETS	249,909	253,543	259,060	261,870	262,478	262,481	261,883	261,322	261,698	261,383
CURRENT LIABILITIES										
Payables	1,150	1,140	1,130	1,119	1,111	1,111	1,111	1,111	1,111	1,111
Borrowings	671	590	576	496	409	409	409	434	278	106
Provisions	1,335	1,235	1,135	1,035	935	835	735	635	535	435
TOTAL CURRENT LIABILITIES	3,156	2,965	2,841	2,650	2,455	2,355	2,255	2,180	1,924	1,652
NON-CURRENT LIABILITIES										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	2,751	2,161	1,785	1,489	1,280	1,571	1,162	728	1,162	1,056
Provisions	841	841	841	841	841	841	841	841	841	841
TOTAL NON-CURRENT LIABILITIES	3,592	3,002	2,626	2,330	2,121	2,412	2,003	1,569	2,003	1,897
TOTAL LIABILITIES	6,748	5,967	5,467	4,980	4,576	4,767	4,258	3,749	3,927	3,549
NET ASSETS	243,161	247,576	253,593	256,890	257,902	257,714	257,625	257,573	257,771	257,834
EQUITY										
Retained earnings	133,408	137,823	143,840	147,137	148,149	147,961	147,872	147,820	148,018	148,081
Revaluation Reserves	109,753	109,753	109,753	109,753	109,753	109,753	109,753	109,753	109,753	109,753
Council equity interest	243,161</									

Wakool Shire Council - General Fund - Council Scenario 4

CASH FLOWS STATEMENT	Operational Budget 2015 \$'000	Delivery Budget 2016 \$'000	Delivery Budget 2017 \$'000	Long Term Budget 2018 \$'000	Long Term Budget 2019 \$'000	Long Term Budget 2020 \$'000	Long Term Budget 2021 \$'000	Long Term Budget 2022 \$'000	Long Term Budget 2023 \$'000	Long Term Budget 2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts:										
Rates & annual charges	4,412	4,602	4,912	5,198	5,353	5,512	5,677	5,822	5,992	6,172
User charges & fees	824	801	825	850	876	902	929	957	985	1,015
Investment Income	470	452	453	455	456	418	420	422	423	425
Other	1,276	1,692	1,297	1,282	1,323	1,306	1,328	1,331	1,354	1,357
Grants and Contributions	8,976	12,724	14,090	11,539	9,326	8,356	8,563	8,760	8,964	9,175
Payments:										
Employee costs	(4,471)	(4,224)	(4,304)	(4,735)	(5,029)	(5,256)	(5,459)	(5,721)	(5,888)	(6,038)
Borrowing Costs	(230)	(184)	(156)	(134)	(115)	(146)	(121)	(96)	(71)	(44)
Materials & contracts	(3,737)	(3,510)	(3,516)	(3,565)	(3,529)	(3,594)	(3,664)	(3,762)	(3,819)	(3,964)
Other	(1,770)	(1,784)	(1,845)	(1,861)	(1,906)	(1,954)	(2,030)	(2,033)	(2,062)	(2,105)
Net cash provided by (or used in) operating activities	5,750	10,569	11,756	9,029	6,755	5,544	5,643	5,680	5,878	5,993
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts:										
Sale of investments	1,739	-	-	-	132	-	403	-	391	732
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of property, plant & equipment	245	232	377	629	498	340	477	495	425	306
Receipts relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	19	422	7	9	19	-	-	-	-	-
Payments:										
Purchase of investments	-	(63)	(189)	(207)	-	(246)	-	(22)	-	-
Purchase of property, plant & equipment	(7,480)	(10,344)	(11,413)	(9,000)	(6,975)	(5,749)	(6,226)	(5,958)	(6,108)	(6,826)
Purchase of real estate	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Payments relating to joint ventures/associates	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) investing activities	(5,487)	(9,763)	(11,228)	(8,579)	(6,336)	(5,665)	(5,356)	(5,495)	(5,302)	(5,798)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts:										
Borrowings & advances	-	-	200	200	200	700	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Payments:										
Borrowings & advances	(763)	(796)	(728)	(650)	(619)	(520)	(437)	(412)	(403)	(392)
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided by (or used in) financing activities	(763)	(796)	(528)	(450)	(419)	180	(437)	(412)	(403)	(392)
Net increase/(decrease) in cash assets held	(500)	10	-	-	-	59	(150)	(227)	173	(197)
Cash assets at beginning of reporting period	3,451	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816
Cash assets at end of reporting period	2,951	2,961	2,961	2,961	2,961	3,020	2,870	2,643	2,816	2,619

Financial Indicators	Operational Budget 2015	Delivery Budget 2016	Delivery Budget 2017	Long Term Budget 2018	Long Term Budget 2019	Long Term Budget 2020	Long Term Budget 2021	Long Term Budget 2022	Long Term Budget 2023	Long Term Budget 2024
Unrestricted Current Ratio	4.35	4.23	4.36	4.61	4.77	5.01	4.60	4.32	5.14	5.14
Debt Service Ratio	10.24%	9.75%	8.40%	7.16%	6.52%	5.77%	4.70%	4.17%	3.78%	3.39%
Rates & Annual Charges Coverage Ratio	29%	24%	24%	28%	32%	35%	35%	35%	35%	35%
TCorp Operating Revenue < Negative 4%	(11.18%)	(5.50%)	(4.03%)	(3.62%)	(3.58%)	(3.92%)	(3.19%)	(2.89%)	(1.62%)	(0.90%)
TCorp Capital Expenditure Ratio >1.1	1.24	1.73	1.89	1.44	1.11	0.93	0.99	0.94	0.97	1.12