

PARKES SHIRE COUNCIL
DRAFT - *Revised Long Term
Financial Plan*
2016- 2025





Created by Parkes Shire Council May 2015
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Mayors Introduction

New Australian Bureau of Statistics (ABS) regional population growth figures released recently have shown that Parkes population is on the way up. The local population increased by 3.6% from 2004-2014. The 2011 Australian Bureau of Statistics (ABS) Census figures show that more people are calling the Parkes Shire home to live and to work, with the population increasing to 15,217. These figures are very pleasing especially when compared to growth in other outer regional areas in NSW. The shire's population from 2013 to 2014 increased by 128 people or 0.8% over a 12 month period. This continuing increase in the figures reflects and justifies

development in the shire which will increase capacity and service our growing population.

It is great to see the population increasing within the Shire, especially in light of some of the hard economic times especially people on the land have faced over the past 10 years. But we have always known that this is a wonderful place to live, work and for business to invest and it looks like the secret is now out. These figures show that Parkes is a progressive community which has a strong economic base.

It also includes the approval of the extension of life for Northparkes Mines until 2032 which will mean continued employment for local people in mining and millions of dollars value-added to the Shire's economy.

This development includes the new \$72.5 million hospital, \$60 million worth of water infrastructure including the upgrades to Lake Endeavour which are nearing completion, and the development of a new water and sewerage treatment plants.

However with this come challenges. While we have a growing and diverse population there is the need to ensure adequate staffing resources to enable the life extension of our current assets and the building of new infrastructure to meet community and visitor expectations. We will need to adapt to the projected financial constraints and future challenges facing us as an organisation. The challenge is to work more efficiently and cost effectively to ensure the delivery of the planned services to an ageing and diverse community while still maintaining adequate skilled staffing levels.

Our Vision

Our goal is to have strength through stability and be a progressive high functioning leading council within the Central West. Council is known for its adaptability and innovation, safety record, respect for the community and employees and is seen as employer of choice within the region.

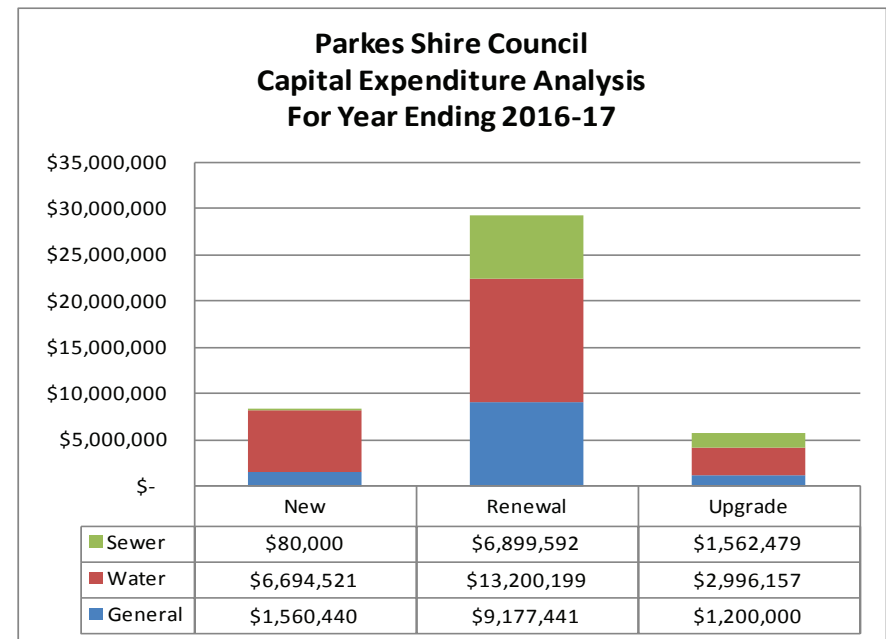
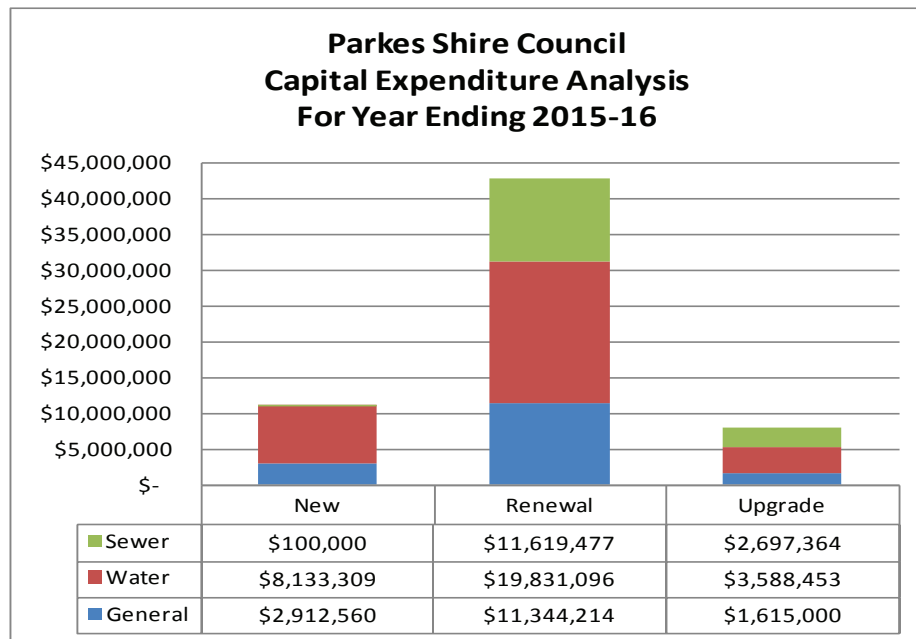
Our vision is that in 2020 Parkes Shire will be:

"A progressive regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles."

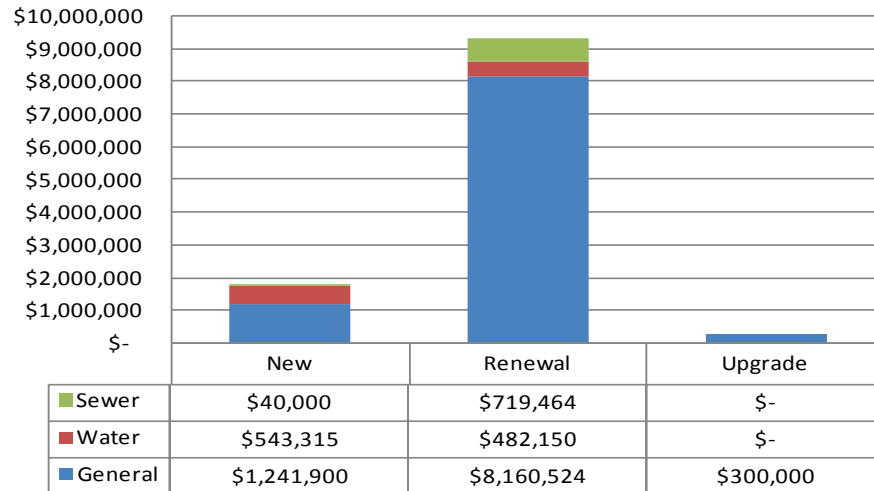
Councillor KJ Keith

PROPOSED CAPITAL EXPENDITURE – MAJOR PROJECTS

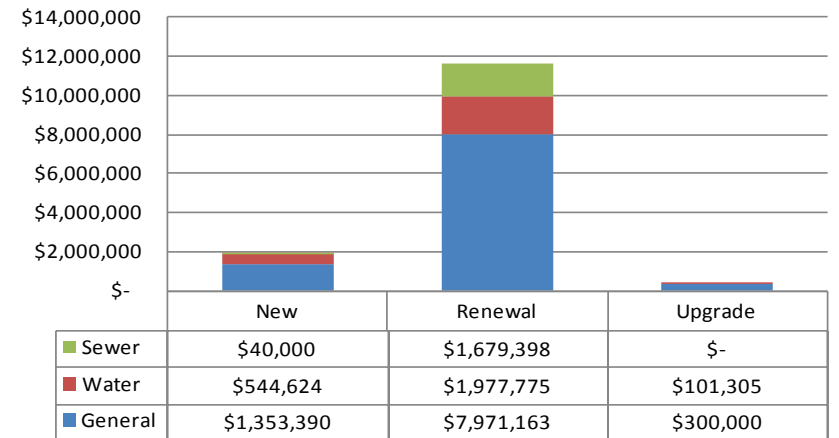
With the approval of the Special Rate Variation for the Delivery Program 2013-14 to 2016-17, the funds have been expended on asset renewal as a priority over new infrastructure. Proposed Grants (for Water and Sewer projects from the NSW Government have been reduced and also capped in line with available funds within the Country Town Water & Sewerage Scheme. It is planned to invest about \$220 million over the next 10 years into plant & Equipment, and infrastructure projects. The plan includes provisions for Major Capital Works in the general (\$118m), water (\$72m) and sewer funds (\$30m).



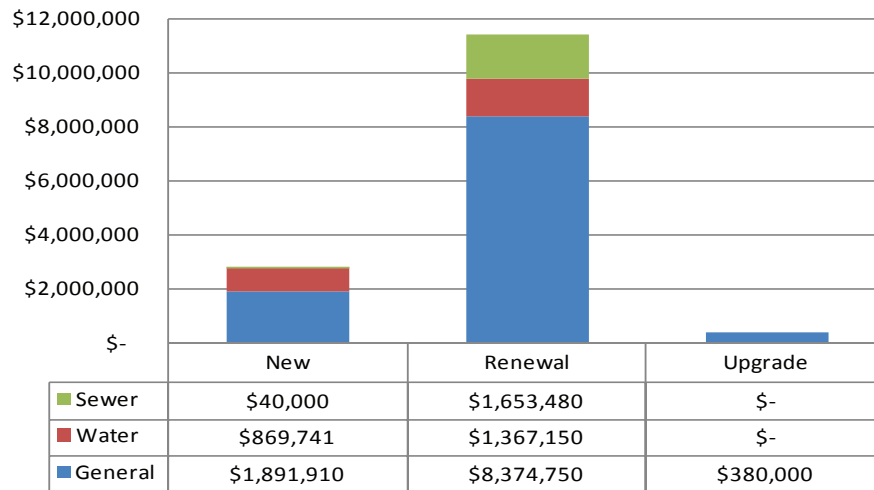
Parkes Shire Council Capital Expenditure Analysis For Year Ending 2017-18



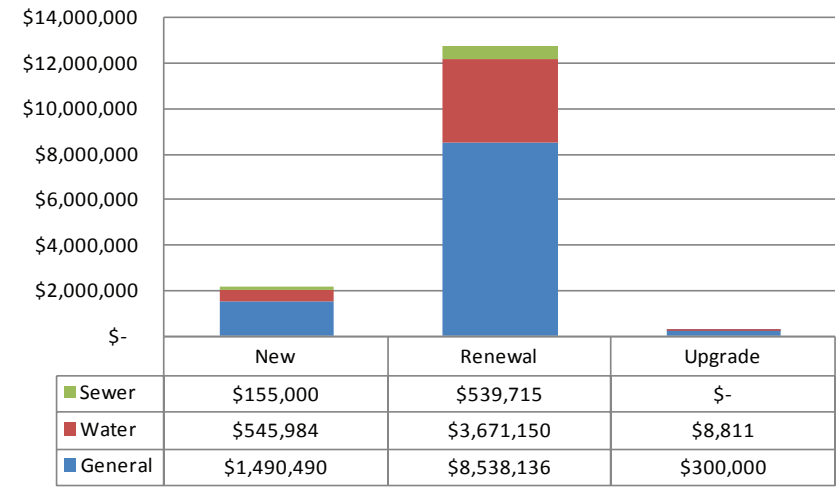
Parkes Shire Council Capital Expenditure Analysis For Year Ending 2018-19



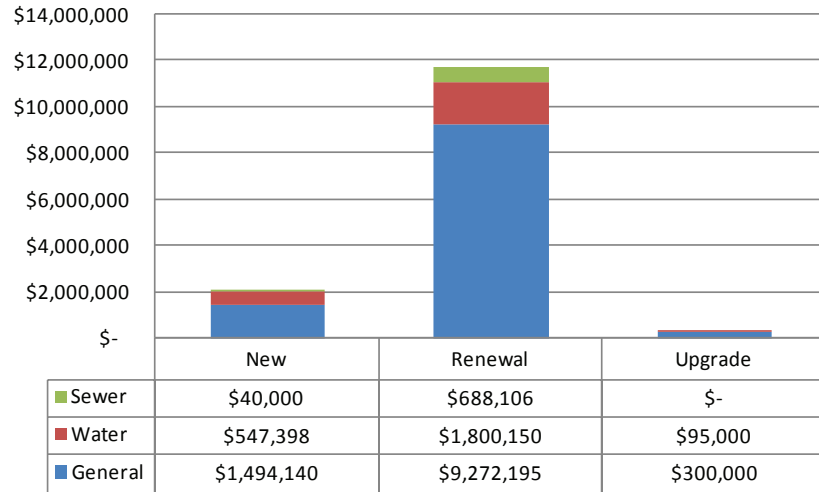
Parkes Shire Council Capital Expenditure Analysis For the Year Ending 2019-20



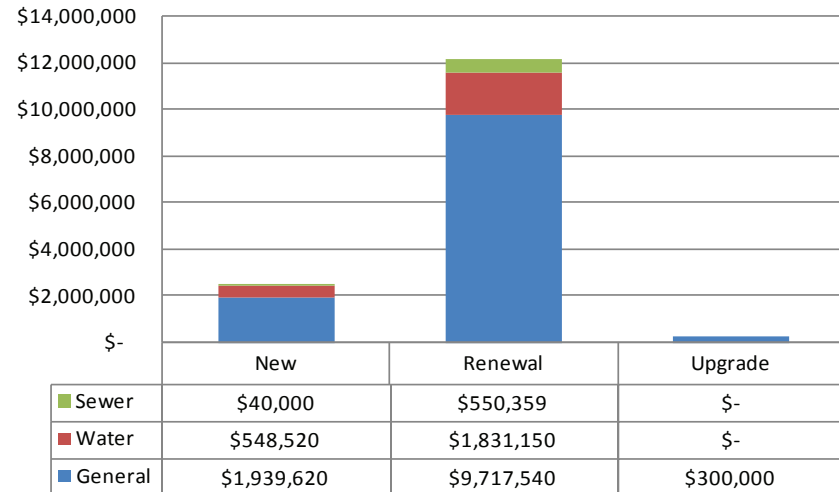
Parkes Shire Council Capital Expenditure Analysis For the Year Ending 2020-21



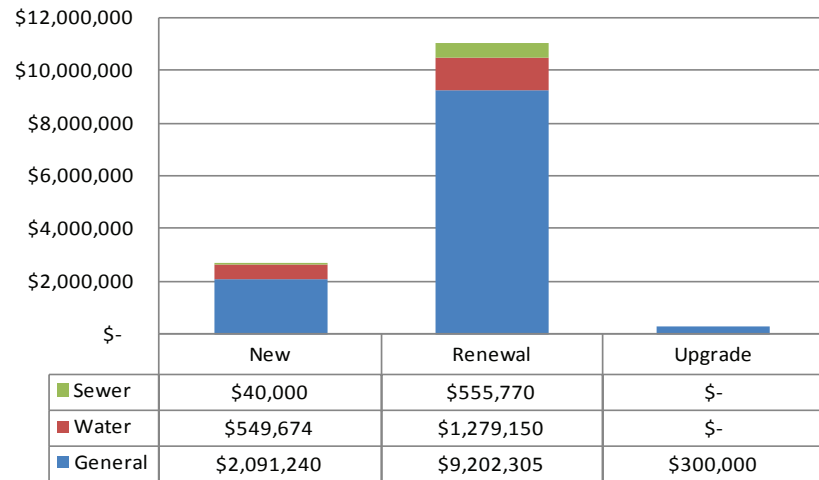
**Parkes Shire Council
Capital Expenditure Analysis
For the Year Ending 2021-22**



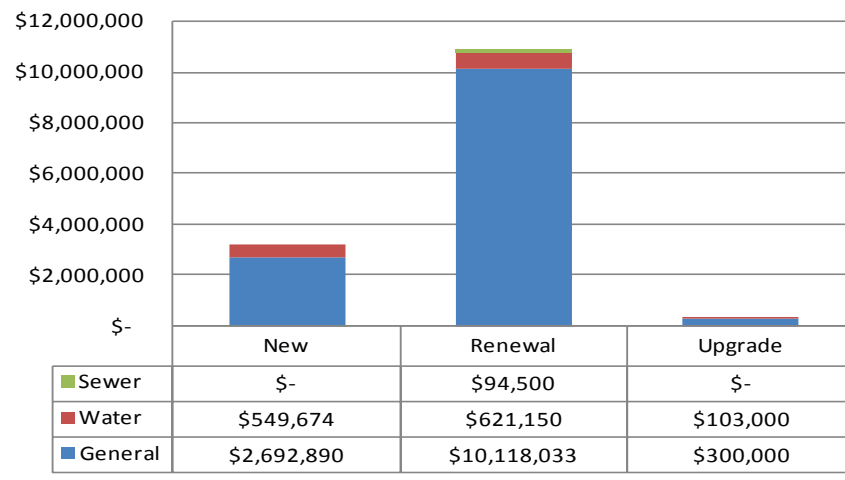
**Parkes Shire Council
Capital Expenditure Analysis
For Year Ending 2022-23**



**Parkes Shire Council
Capital Expenditure Analysis
For Year Ending 2023-24**



**Parkes Shire Council
Capital Expenditure Analysis
For Year Ending 2024-25**



Major Projects General Fund	2015-2016 \$	2016-2017 \$	2017-2018 \$	2018-2019 \$	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$	2023-2024 \$	2024-2025 \$
Computer Hardware, Software Upgrades	1,016,990	161,737	136,570	262,795	146,490	208,826	145,525	315,430	146,655	179,783
Plant & Motor Vehicle Replacement	1,233,500	1,125,800	1,343,000	1,013,580	1,190,600	782,200	952,700	1,261,300	838,700	1,733,900
IPR Infrastructure Community Initiatives	171,000	-	-	-	-	-	-	-	-	-
IPR Determined Community Infrastructure	1,000,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000	995,000
RFS – Bushfire Tankers Replacement	806,982	823,120	839,580	856,370	873,500	890,970	908,790	926,970	945,510	964,420
RFS – Bushfire Stations	62,000	63,240	64,500	65,790	67,110	68,450	69,820	71,220	72,640	74,090
Building & Property Refurbishments	123,740	225,110	229,510	122,940	124,380	125,850	127,360	128,890	130,460	132,060
Animal Control Improvements	-	22,500	37,500	-	23,000	23,000	-	23,500	24,000	-
Section 94 Plan	30,000	-	-	-	-	-	-	-	-	-
Parkes Waste Depot Landfill Upgrade	150,000	-	-	-	-	-	-	-	-	-
Peak Hill Waste Depot Transfer Station	250,000	-	-	-	-	-	-	-	-	-
Environmental Improvements - Other Townships Landfill Upgrades	120,000	179,000	-	-	-	-	-	-	-	-
Drainage Construction General	100,000	50,000	65,000	100,000	250,000	250,000	250,000	250,000	250,000	250,000
Drainage Construction Levy	158,000	162,000	166,000	170,000	174,000	178,000	182,000	187,000	192,000	197,000
Drainage Improvements Advanced	500,000	450,000	450,000	450,000	450,000	450,000	450,000	475,000	500,000	500,000

Major Projects General Fund	2015-2016 \$	2016-2017 \$	2017-2018 \$	2018-2019 \$	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$	2023-2024 \$	2024-2025 \$
Cookamidgera - Flood Management Plan	5,000	-	-	-	-	-	-	-	-	-
Parkes Drainage Maintenance Program	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	75,000	75,000
Peak Hill Stormwater Maintenance Program	60,000	-	-	-	-	-	-	-	-	-
Drainage Network Capacity Enhancements	185,000	-	-	-	-	-	-	-	-	-
Lindner Oval Amenities	-	100,000	-	-	-	-	-	-	-	-
Cemetery Improvements	15,000	-	-	2,500	2,600	2,700	2,800	2,900	3,000	3,100
Public Libraries – Library Books	95,970	99,810	103,800	107,950	112,270	116,760	121,430	126,290	131,340	136,950
Public Libraries – Furniture, Office Equipment & Computers	35,430	36,329	36,860	37,600	38,350	39,120	39,900	40,710	41,530	42,360
Henry Parkes Centre Promotional Flags	8,000	-	8,000	-	8,000	-	8,000	-	8,000	-
Cultural Services Initiatives	-	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000	265,000
Village Special Capital Allocation	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000
Swimming Pool Progressive Improvements	400,000	199,000	349,000	349,000	349,000	349,000	349,000	349,000	349,000	349,000
Sporting Ground Improvements / Infrastructure Backlog	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cheney / McGlynn Park – Turf 2 Hockey Field	1,200,000	-	-	-	-	-	-	-	-	-
Sporting Oval Lighting Upgrade	-	-	-	-	80,000	-	-	-	-	-
Street Trees Major Replacement	13,000	13,260	13,530	13,800	14,080	14,360	14,650	14,940	15,240	15,540

Major Projects General Fund	2015-2016 \$	2016-2017 \$	2017-2018 \$	2018-2019 \$	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$	2023-2024 \$	2024-2025 \$
Roads – Urban Construction	220,000	250,000	80,000	90,000	125,000	220,000	220,000	450,000	450,000	600,000
Roads – Rural Construction	170,000	200,000	200,000	200,000	200,000	200,000	200,000	420,000	420,000	720,000
Footpaths Renewal – Tullamore, Parkes, CBD, School & Aged Precincts	350,000	-	-	-	-	-	-	-	-	-
Footpath Renewals - Parkes	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
New Footpaths - Parkes	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Footpath Construction	-	-	-	100,000	102,000	104,040	106,120	100,000	250,000	400,000
RMS – PAMP, Bike Plan & Shared Footpaths	465,560	-	-	-	-	-	-	-	-	-
Roads - Progressive Resealing Program	400,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Roads - Progressive Rehabilitation Program	400,000	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Roads - Progressive Resheeting Program	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

Major Projects General Fund	2015-2016 \$	2016-2017 \$	2017-2018 \$	2018-2019 \$	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$	2023-2024 \$	2024-2025 \$
Fixing Country Roads Mugincoble Silo Access	250,000	-	-	-	-	-	-	-	-	-
Fixing Country Roads MR350S Upgrade	900,000	-	-	-	-	-	-	-	-	-
Fixing Country Roads MR350N Upgrade	-	1,200,000	-	-	-	-	-	-	-	-
Fixing Country Roads Middle Trundle Road	-	1,050,000	-	-	-	-	-	-	-	-
Capital Works - Roads Grant Funded	3,640,762	2,754,574	2,754,574	2,810,628	2,886,080	2,945,550	3,006,800	3,069,890	3,134,870	3,219,880
Parkes Regional Airport Stage 2 Development	100,000	-	-	-	-	-	-	-	-	-
Parkes Regional Airport Terminal Re-development	585,840	-	-	-	-	-	-	-	-	-
Parkes Regional Airport Re sealing Second Runway	-	-	-	-	-	-	500,000	-	-	-
Parkes Regional Airport Re sealing Main Runway	-	-	-	-	500,000	-	-	-	-	-
Parkes Regional Airport Re sealing Taxiways/ Aprons	-	-	-	-	-	-	-	250,000	250,000	-
Parking Areas - Strategy & Improvements	125,000	-	-	-	-	-	-	-	-	-
Kerb & Guttering Improvements	-	-	-	-	100,000	102,000	104,040	106,120	250,000	350,000

Major Projects General Fund	2015-2016 \$	2016-2017 \$	2017-2018 \$	2018-2019 \$	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$	2023-2024 \$	2024-2025 \$
CBD Improvements	-	-	-	-	-	200,000	200,000	200,000	-	-
Spicer Caravan Park Re-levelling of Sites	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800
Spicer Caravan Park Unisex Toilet & Shower	50,000	-	-	-	-	-	-	-	-	-
Spicer Caravan Park Tourism Directional Signage	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	6,800
Spicer Caravan Park TV Reception Improvements	15,000	-	-	-	-	-	-	-	-	-
Spicer Caravan Park Master plan Implemenation	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000
Spicer Caravan Park Cabin Replacement	-	-	-	44,000	-	-	47,000	-	-	50,000
Spicer Caravan Park Internal Road Reseals	-	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000
Spicer Caravan Park Hot Water System Amenities	-	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600
Peak Hill Open Cut Experience Improvements	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Residential & Industrial Land Development	225,000	300,000	-	-	-	225,000	225,000	325,000	325,000	325,000
TOTAL GENERAL FUND CAPITAL EXPENDITURE	15,871,774	11,937,880	9,702,423	9,624,553	10,646,660	10,328,626	11,066,335	11,957,160	11,593,544	13,110,923

PROPOSED BORROWINGS

In 2009-10 Parkes Shire Council undertook its first borrowings since 1998. Provision has been made in the plan for the servicing of the following loans, both existing and proposed.

Loan Purpose	Amount	Annual Debt Servicing	Status	Year	Term
Airport Runway	\$2,000,000	\$205,328	Existing	2009-10	20 years
30 Welcome Street	\$500,000	\$51,332	Existing	2009-10	20 years
Trundle Sewer	\$1,500,000	\$143,916	Existing	2009-10	25 years
Pool Refurbishments	\$2,000,000	\$272,953	Existing	2011-12	10 years
PV Loan	\$700,000	\$84,875	Existing	2011-12	10 years
Henry Parkes Centre	\$950,000	\$96,121	Existing	2009-10	20 years
Airport Terminal	\$1,000,000	\$133,924	Existing	2013-14	10 years
Drainage Projects	\$500,000	\$58,246	Proposed	2015-16	10 years
Information Technology – Innovations and Work Practice Improvements	\$720,000	\$83,874	Proposed	2015-16	10 years
Capital Projects Advanced	\$1,000,000	\$116,492	Proposed	2015-16	10 years
Sewer Treatment Plant	\$4,000,000	\$465,966	Proposed	2015-16	10 years
Water Treatment Plant	\$8,500,000	\$568,261	Proposed	2015-16	20 years

Council has investigated the resourcing of bringing forward many projects to be completed in 2015-16. This will require a loan of \$1,000,000 of which loan repayments can be made from the special rate variation cashflows without affecting the overall objectives of the Long Term Plan. The bringing forward of these projects is also a prudent measure to acknowledge the contribution that the current generation of ratepayers are making to assist renewal and development.

Parkes Shire Council											
SUMMARY - CONSOLIDATED (WORKING FUNDS)	Annual Amended Budget 2014-15 \$	2015-16 \$	2016-17 \$	2017-18 \$	2018-19 \$	2019-20 \$	2020-21 \$	2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$
TOTAL OPERATING REVENUES	39,926,200	42,036,483	43,598,909	43,378,712	44,587,585	45,772,141	47,161,144	48,488,943	49,858,301	51,329,626	52,899,392
TOTAL OPERATING EXPENSES	40,169,540	39,727,266	40,881,413	41,910,645	42,548,072	43,272,671	44,307,348	44,718,964	45,547,256	46,373,055	47,721,083
TOTAL OPERATING RESULT BEFORE CAPITAL	(243,340)	2,309,217	2,717,496	1,468,067	2,039,513	2,499,470	2,853,796	3,769,979	4,311,045	4,956,571	5,178,309
TOTAL OPERATING RESULT AFTER CAPITAL	4,901,597	20,689,593	16,165,226	3,978,487	4,592,093	5,094,850	5,492,626	6,221,439	6,301,345	6,980,391	7,236,379
TOTAL CAPITAL REVENUES											
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	5,144,937	18,380,376	13,447,730	2,510,420	2,552,580	2,595,380	2,638,830	2,451,460	1,990,300	2,023,820	2,058,070
TOTAL DEPRECIATION	10,157,860	9,994,250	10,094,190	10,195,150	10,297,100	10,400,030	10,504,030	10,609,050	10,715,130	10,822,280	10,930,500
TOTAL INCREASE IN ELE	237,404	246,710	253,500	260,450	267,620	274,980	282,540	290,270	298,290	306,470	314,930
TOTAL LOAN FUNDS USED	-	14,720,000	-	-	-	-	-	-	-	-	-
TOTAL REPAYMENTS BY DEFERRED DEBTORS	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL REVENUE	15,540,201	43,341,336	23,795,420	12,966,020	13,117,300	13,280,390	13,435,400	13,360,780	13,013,720	13,162,570	13,313,500
TOTAL CAPITAL EXPENSES	31,518,690	61,841,473	43,370,828	11,487,352	13,967,654	14,577,030	15,249,285	14,236,988	14,927,188	14,018,138	14,479,246
TOTAL PRINCIPAL REPAYMENT	430,923	706,668	1,206,439	1,418,298	1,483,033	1,547,698	1,615,343	1,688,509	1,436,418	1,448,448	1,246,352
TOTAL AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	(16,652,752)	(16,897,588)	(18,064,351)	1,528,437	(293,874)	(344,868)	(575,432)	1,205,262	961,159	2,652,555	2,766,211
TOTAL TRANSFERS TO RESTRICTED ASSETS	9,071,044	19,955,055	15,709,315	5,908,040	6,266,398	5,964,037	6,387,176	6,817,223	6,711,719	7,629,504	7,436,432
TOTAL TRANSFERS FROM RESTRICTED ASSETS	25,734,382	36,881,308	33,824,781	4,387,550	6,607,730	6,437,352	7,100,071	5,660,342	5,821,052	4,981,516	4,775,561
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES AND OTHER GENERAL REVENUE	10,586	28,665	51,115	7,947	47,458	128,447	137,463	48,381	70,492	4,567	105,340

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
INCOME STATEMENT - CONSOLIDATED	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	17,107	18,689	19,213	19,753	20,306	20,878	21,463	22,067	22,688	23,325
User Charges & Fees	11,020	11,366	11,711	12,068	12,435	12,813	13,204	13,608	14,025	14,455
Interest & Investment Revenue	1,514	1,958	919	979	1,005	1,066	1,110	1,176	1,275	1,387
Other Revenues	1,183	1,251	1,173	1,219	1,238	1,410	1,487	1,578	1,688	1,810
Grants & Contributions provided for Operating Purposes	11,213	10,333	10,361	10,571	10,788	10,993	11,223	11,427	11,656	11,922
Grants & Contributions provided for Capital Purposes	18,380	13,449	2,511	2,553	2,595	2,639	2,452	1,991	2,023	2,058
Total Income from Continuing Operations	60,417	57,046	45,888	47,143	48,367	49,799	50,939	51,847	53,355	54,957
Expenses from Continuing Operations										
Employee Benefits & On-costs	13,025	13,390	13,765	14,151	14,547	14,954	15,373	15,804	16,246	16,701
Borrowing Costs	606	745	822	763	703	642	574	510	458	404
Materials & Contracts	11,488	11,979	12,362	12,475	12,664	13,149	13,002	13,257	13,478	14,211
Depreciation & Amortisation	9,994	10,095	10,195	10,297	10,400	10,504	10,610	10,715	10,822	10,930
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,615	4,673	4,766	4,862	4,959	5,058	5,160	5,263	5,368	5,476
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	39,728	40,882	41,910	42,548	43,273	44,307	44,719	45,549	46,372	47,722
Operating Result from Continuing Operations	20,689	16,164	3,978	4,595	5,094	5,492	6,220	6,298	6,983	7,235
Net Operating Result for the Year	20,689	16,164	3,978	4,595	5,094	5,492	6,220	6,298	6,983	7,235
NET OPERATING RESULT BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	2,309	2,715	1,467	2,042	2,499	2,853	3,768	4,307	4,960	5,177

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET - CONSOLIDATED	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
ASSET										
<i>Current Assets</i>										
Cash & Cash Equivalents	8,190	6,825	6,677	6,578	6,276	6,026	5,158	5,380	5,761	5,460
Investments	19,815	8,769	11,120	11,499	11,663	11,524	14,234	15,499	18,386	22,110
Receivables	12,696	5,911	5,332	4,657	4,336	5,021	4,992	5,176	4,229	4,192
Inventories	4,070	4,090	4,030	3,915	4,195	3,145	3,900	3,955	4,090	4,015
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	44,771	25,595	27,159	26,649	26,470	25,716	28,284	30,010	32,466	35,777
<i>Non current Assets</i>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	20	20	20	20	20	20	20	20	20	20
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	585,277	622,725	628,834	637,382	647,682	657,525	666,376	675,907	684,517	694,939
Intangible Assets	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	586,558	624,006	630,115	638,663	648,963	658,806	667,657	677,188	685,798	696,220
TOTAL ASSETS	631,329	649,601	657,274	665,312	675,433	684,522	695,941	707,198	718,264	731,997

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET CON'T - CONSOLIDATED	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
LIABILITIES										
<i>Current Liabilities</i>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,692	700	850	750	1,050	1,010	2,512	3,377	3,329	4,336
Borrowings	1,207	1,418	1,483	1,548	1,615	1,688	1,437	1,449	1,376	1,065
Provisions	4,633	4,747	4,868	4,992	5,119	5,249	5,382	5,568	5,708	5,852
Total Current Liabilities	7,532	6,865	7,201	7,290	7,784	7,947	9,331	10,394	10,413	11,253
<i>Non current Liabilities</i>										
Payables	102	100	100	100	100	100	100	100	100	100
Borrowings	20,252	18,834	17,351	15,803	14,188	12,499	11,063	9,613	8,236	7,173
Provisions	932	955	979	1,004	1,029	1,055	1,082	1,109	1,137	1,166
Total Non-Current Liabilities	21,286	19,889	18,430	16,907	15,317	13,654	12,245	10,822	9,473	8,439
TOTAL LIABILITIES	28,818	26,754	25,631	24,197	23,101	21,601	21,576	21,216	19,886	19,692
Net Assets	602,511	622,847	631,643	641,115	652,332	662,921	674,365	685,982	698,378	712,305
EQUITY										
Retained Earnings	467,551	483,715	487,693	492,288	497,382	502,874	509,094	515,392	522,375	529,610
Revaluation Reserves	134,960	139,132	143,950	148,827	154,950	160,047	165,271	170,590	176,003	182,695
Total Equity	602,511	622,847	631,643	641,115	652,332	662,921	674,365	685,982	698,378	712,305

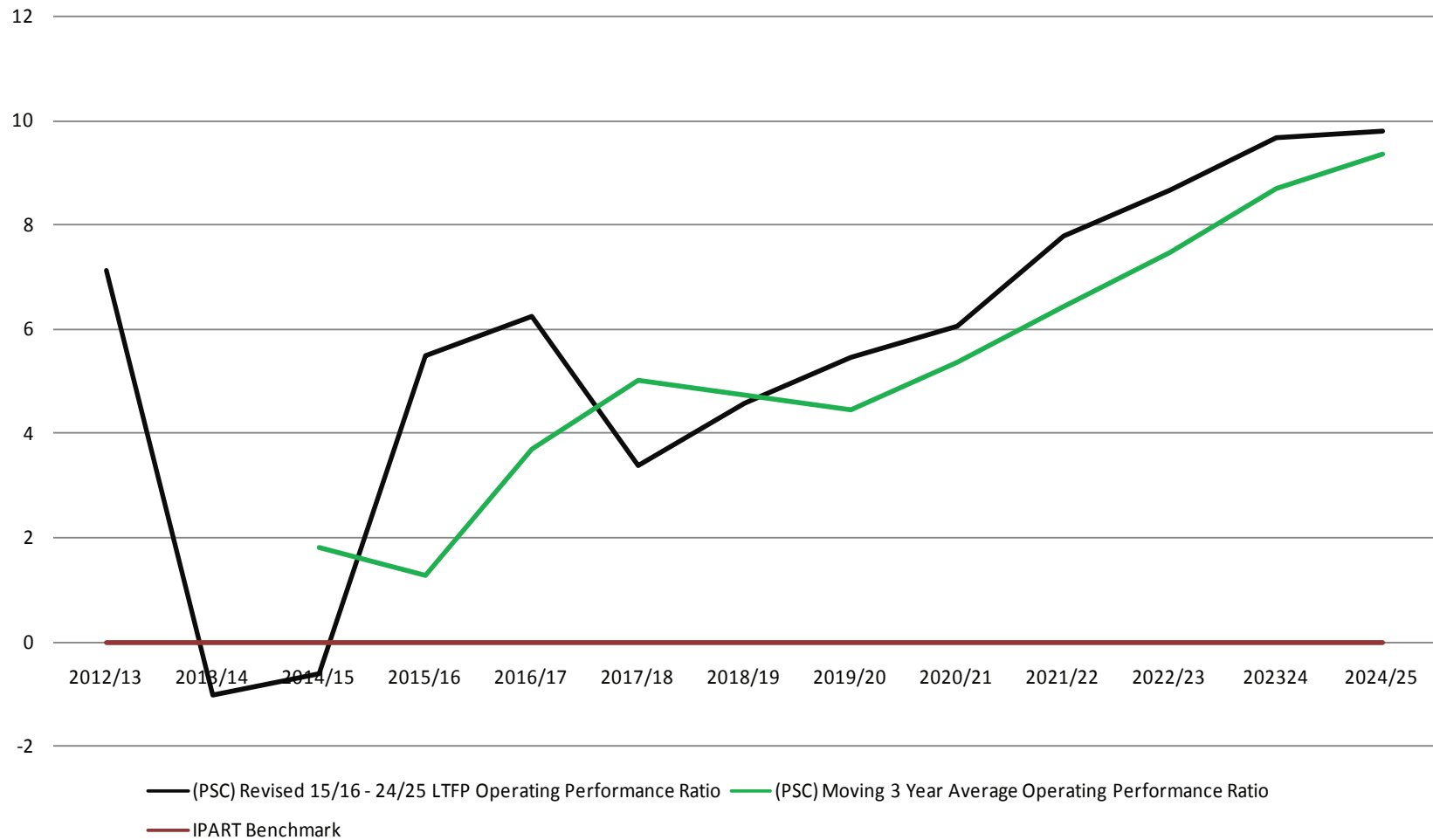
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT - CONSOLIDATED	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Operating Activities										
<i>Receipts</i>										
Rates & Annuals Charges	16,764	18,314	18,829	19,358	19,900	20,460	21,033	21,625	22,234	22,858
User Charges & Fees	10,800	11,138	11,476	11,827	12,186	12,557	12,939	13,336	13,745	14,166
Interest & Investment Revenue Received	1,453	1,910	894	953	978	1,037	1,080	1,144	1,241	1,351
Grants & Contributions	28,410	22,959	12,366	12,608	12,857	13,096	13,136	12,890	13,141	13,431
Other	1,124	1,193	1,119	1,163	1,182	1,344	1,418	1,504	1,609	1,725
<i>Payments</i>										
Employee Benefits & On-costs	(12,428)	(12,956)	(13,119)	(13,666)	(14,028)	(14,427)	(14,779)	(15,178)	(15,582)	(16,220)
Material & Contracts	(9,795)	(10,679)	(11,038)	(11,063)	(11,609)	(12,207)	(11,681)	(12,098)	(12,286)	(12,809)
Borrowing Costs	(606)	(745)	(822)	(763)	(703)	(642)	(574)	(510)	(458)	(404)
Other	(4,695)	(4,312)	(4,398)	(4,486)	(4,576)	(4,667)	(4,761)	(4,857)	(4,953)	(5,053)
Net Cash provided (or used in) Operating Activities	31,027	26,822	15,307	15,931	16,187	16,551	17,811	17,856	18,691	19,045
Cash Flows from Investing Activities										
<i>Receipts</i>										
Sale of Investment Securities	62,000	47,740	12,000	14,550	15,150	15,830	14,770	15,560	14,700	15,210
Sale of Real Estate Assets	100	125	-	-	-	125	156	195	244	305
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,680	-	-	10	10	10	10	10	10
<i>Payments</i>										
Purchase of Investment Securities	(38,500)	(32,954)	(14,351)	(14,929)	(15,314)	(15,691)	(17,480)	(16,825)	(17,587)	(18,934)
Purchase of Infrastructure, Property, Plant & Equipment	(62,041)	(43,571)	(11,686)	(14,168)	(14,777)	(15,450)	(14,437)	(15,127)	(14,219)	(14,680)
Deferred Debtors and Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(38,441)	(26,980)	(14,037)	(14,547)	(14,931)	(15,176)	(16,981)	(16,187)	(16,852)	(18,089)

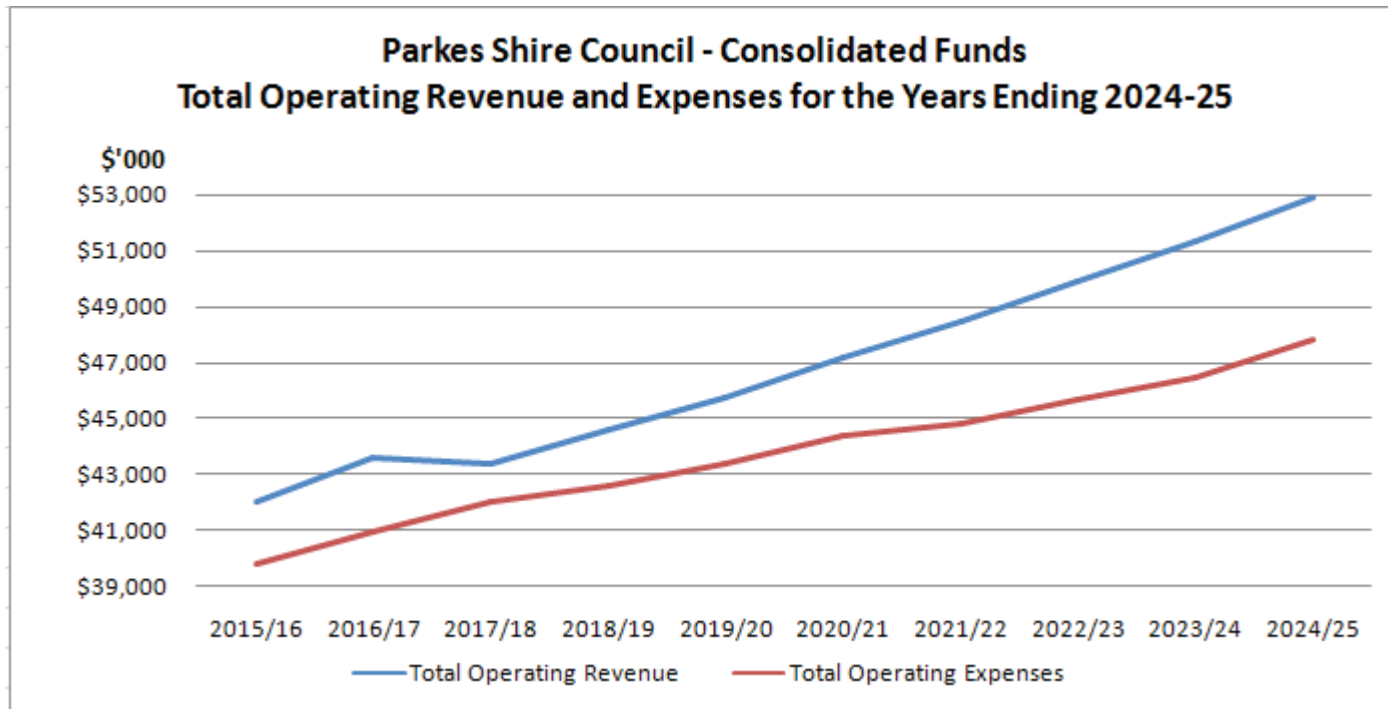
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT CON'T - CONSOLIDATED	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Financing Activities										
<i>Receipts</i>										
Proceeds from Borrowings & Advances	14,720	-	-	-	-	-	-	-	-	-
<i>Payments</i>										
Repayment of Borrowings & Advances	(707)	(1,207)	(1,418)	(1,483)	(1,548)	(1,615)	(1,688)	(1,437)	(1,448)	(1,247)
Net Cash flow provided (used in) Financing Activities	14,013	(1,207)	(1,418)	(1,483)	(1,548)	(1,615)	(1,688)	(1,437)	(1,448)	(1,247)
Net Increase / (Decrease) in Cash & Cash Equivalents	6,599	(1,365)	(148)	(99)	(302)	(250)	(868)	222	381	(301)
plus: Cash, Cash Equivalents & Investments - beginning of year	1,591	8,190	6,825	6,677	6,578	6,276	6,026	5,158	5,380	5,761
Cash & Cash Equivalents - end of the year	8,190	6,825	6,677	6,578	6,276	6,026	5,158	5,380	5,761	5,460
Cash & Cash Equivalents - end of the year	8,190	6,825	6,677	6,578	6,276	6,026	5,158	5,380	5,761	5,460
Investments - end of the year	19,815	8,769	11,120	11,499	11,663	11,524	14,234	15,499	18,386	22,110
Cash, Cash Equivalents & Investments - end of the year	28,005	15,594	17,797	18,077	17,939	17,550	19,392	20,879	24,147	27,570
Representing										
- External Restrictions	23,399	10,658	13,134	13,144	13,674	13,306	14,782	16,596	19,093	22,794
- Internal Restrictions	4,153	4,453	3,998	4,180	3,715	3,929	4,191	3,873	4,659	4,280
- Unrestricted	453	483	665	753	550	315	419	410	395	496

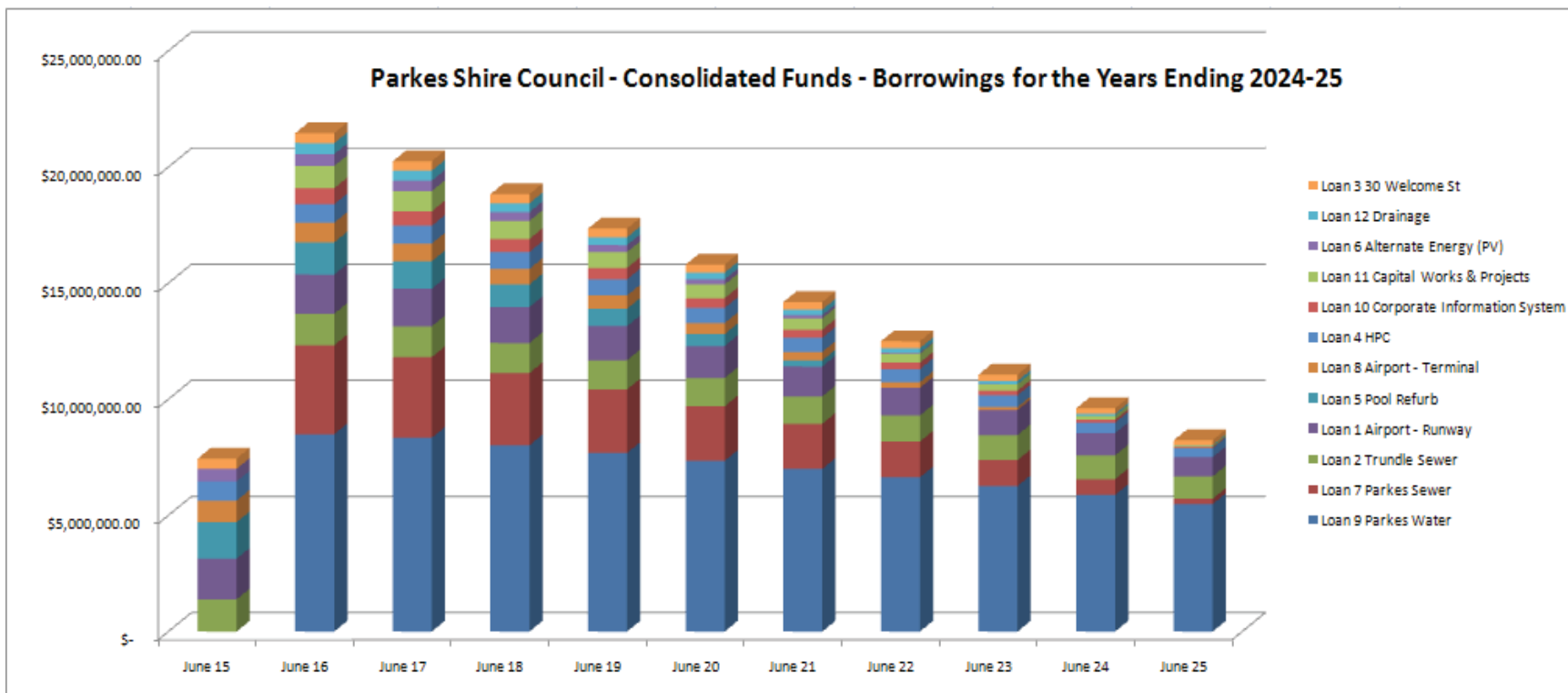
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
EQUITY STATEMENT - CONSOLIDATED	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Opening Balance	576,224	602,511	622,847	631,643	641,115	652,332	662,921	674,365	685,982	698,378
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to / (from) Asset Revaluation Reserve	5,598	4,172	4,818	4,877	6,123	5,097	5,224	5,319	5,413	6,692
- Transfers to / (from) Other Reserves										
- Other Income										
- Other Adjustments										
Net Income Recognised Directly in Equity	5,598	4,172	4,818	4,877	6,123	5,097	5,224	5,319	5,413	6,692
b. Net Operating Result for the Year	20,689	16,164	3,978	4,595	5,094	5,492	6,220	6,298	6,983	7,235
Total Recognised Income & Expenses	26,287	20,336	8,796	9,472	11,217	10,589	11,444	11,617	12,396	13,927
Equity - Balance at end of the reporting period	602,511	622,847	631,643	641,115	652,332	662,921	674,365	685,982	698,378	712,305

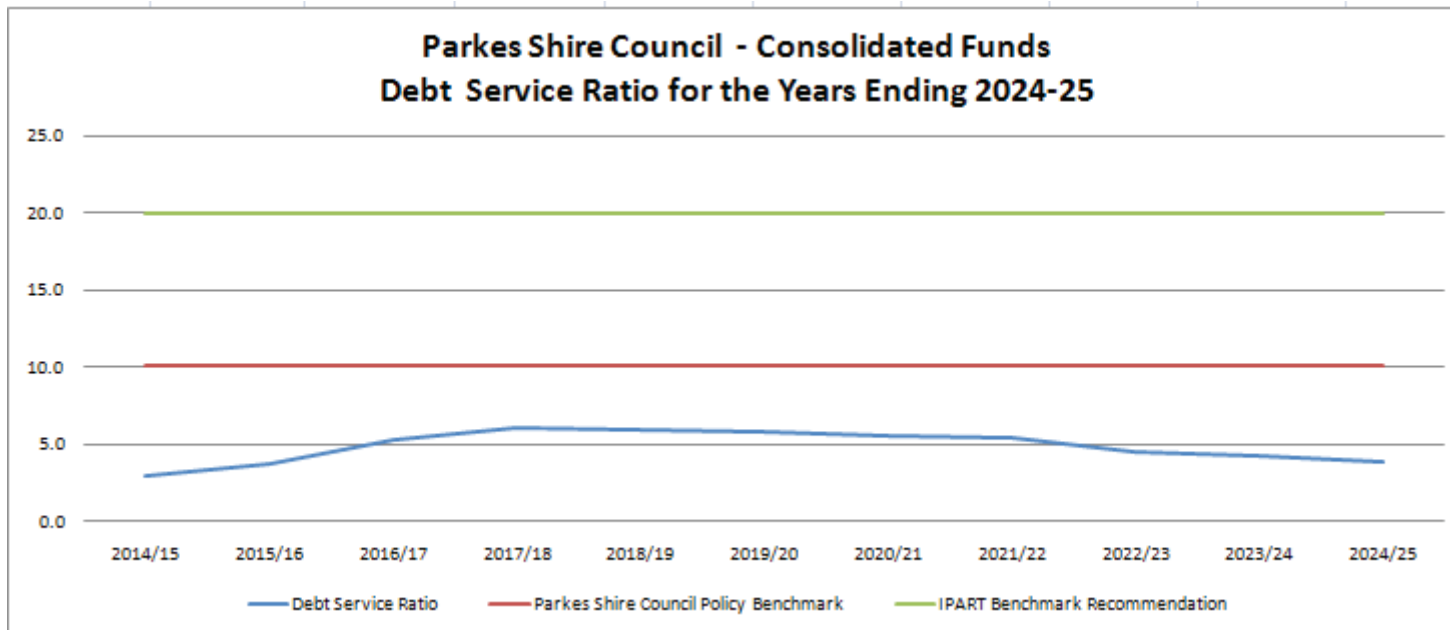
Parkes Shire Council											
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years										
KEY PERFORMANCE INDICATORS CONSOLIDATED	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
		✓	Meets Benchmark				✗	Does not meet Benchmark			
Operating Performance Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	5.49	6.23	3.39	4.57	5.46	6.05	7.78	8.65	9.66	9.79
	3Yr Moving Average	1.28	3.71	5.04	4.73	4.47	5.36	6.43	7.49	8.69	9.36
Debt Service Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	3.8	5.3	6.1	5.9	5.8	5.6	5.5	4.6	4.3	3.9

Parkes Shire Council - Consolidated All Funds Operating Performance Ratio for the Years Ending 2024-25









DEBT SERVICE RATIO

Council has funded infrastructure renewal and new infrastructure with a combination of debt (borrowings) and equity (cash reserves set aside in previous years). The Purpose of the Debt Service Ratio is to assess the impact of loan principal & interest repayments on the discretionary revenue of Council. Council's benchmark is to have a Debt Service Ratio below 10% for Consolidated Funds.

Parkes Shire Council											
SUMMARY - GENERAL FUND (WORKING FUNDS)	Annual Amended Budget 2014-15 \$	2015-16 \$	2016-17 \$	2017-18 \$	2018-19 \$	2019-20 \$	2020-21 \$	2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$
TOTAL OPERATING REVENUES	29,272,735	31,122,276	32,209,149	32,443,682	33,365,765	34,276,101	35,382,824	36,401,733	37,440,761	38,561,396	39,735,912
TOTAL OPERATING EXPENSES	30,740,980	30,168,802	30,977,978	31,661,120	32,074,960	32,566,088	33,357,214	33,515,957	34,080,165	34,629,869	35,690,605
TOTAL OPERATING RESULT BEFORE CAPITAL	(1,468,245)	953,474	1,231,171	782,562	1,290,805	1,710,013	2,025,610	2,885,776	3,360,596	3,931,527	5,045,307
TOTAL OPERATING RESULT AFTER CAPITAL	1,895,428	5,463,216	5,781,461	2,883,102	3,424,545	3,877,403	4,227,110	4,890,356	4,894,246	5,488,727	5,626,557
TOTAL CAPITAL REVENUES											
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	3,363,673	4,509,742	4,550,290	2,100,540	2,133,740	2,167,390	2,201,500	2,004,580	1,533,650	1,557,200	1,581,250
TOTAL DEPRECIATION	7,299,692	7,107,500	7,178,580	7,250,380	7,322,880	7,396,070	7,470,030	7,544,710	7,620,140	7,696,340	7,773,300
TOTAL INCREASE IN ELE	212,257	220,960	227,120	233,430	239,940	246,620	253,490	260,520	267,820	275,260	282,960
TOTAL LOAN FUNDS USED	-	2,220,000	-	-	-	-	-	-	-	-	-
TOTAL REPAYMENTS BY DEFERRED DEBTORS	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL REVENUE	10,875,622	14,058,202	11,955,990	9,584,350	9,696,560	9,810,080	9,925,020	9,809,810	9,421,610	9,528,800	9,637,510
TOTAL CAPITAL EXPENSES	15,503,175	15,871,774	11,937,880	9,702,423	9,624,552	10,646,659	10,328,625	11,066,334	11,957,159	11,593,544	13,110,922
TOTAL PRINCIPAL REPAYMENT	404,510	505,003	665,217	700,319	740,603	780,857	823,682	870,271	590,875	575,036	342,845
TOTAL AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	(6,500,308)	(1,365,101)	584,064	(35,830)	622,210	92,577	798,323	758,981	234,172	1,291,747	229,050
TOTAL TRANSFERS TO RESTRICTED ASSETS	3,181,560	1,816,178	2,383,560	1,840,865	2,096,950	1,704,270	2,048,610	2,382,050	2,169,160	2,970,690	2,627,440
TOTAL TRANSFERS FROM RESTRICTED ASSETS	9,692,454	3,209,944	1,850,611	1,884,642	1,522,198	1,740,140	1,387,750	1,671,450	2,005,480	1,683,510	2,503,730
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES AND OTHER GENERAL REVENUE	10,586	28,665	51,115	7,947	47,458	128,447	137,463	48,381	70,492	4,567	105,340

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
INCOME STATEMENT - GENERAL FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	13,478	14,987	15,437	15,901	16,378	16,870	17,376	17,898	18,435	18,988
User Charges & Fees	5,017	5,200	5,376	5,559	5,748	5,943	6,146	6,356	6,573	6,798
Interest & Investment Revenue	564	776	442	470	484	533	544	563	601	616
Other Revenues	970	1,034	951	992	1,007	1,174	1,247	1,333	1,437	1,555
Grants & Contributions provided for Operating Purposes	11,093	10,211	10,237	10,444	10,659	10,862	11,088	11,290	11,516	11,779
Grants & Contributions provided for Capital Purposes	4,510	4,551	2,101	2,134	2,167	2,202	2,005	1,534	1,557	1,581
Total Income from Continuing Operations	35,632	36,759	34,544	35,500	36,443	37,584	38,406	38,974	40,119	41,317
Expenses from Continuing Operations										
Employee Benefits & On-costs	11,164	11,491	11,828	12,176	12,532	12,899	13,276	13,665	14,065	14,476
Borrowing Costs	431	449	414	374	333	291	244	201	170	139
Materials & Contracts	9,259	9,609	9,873	9,860	9,916	10,260	9,965	10,059	10,111	10,664
Depreciation & Amortisation	7,108	7,179	7,250	7,323	7,396	7,470	7,545	7,620	7,696	7,773
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,207	2,251	2,296	2,342	2,389	2,437	2,486	2,536	2,587	2,639
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	30,169	30,979	31,661	32,075	32,566	33,357	33,516	34,081	34,629	35,691
Operating Result from Continuing Operations	5,463	5,780	2,883	3,425	3,877	4,227	4,890	4,893	5,490	5,626
Net Operating Result for the Year	5,463	5,780	2,883	3,425	3,877	4,227	4,890	4,893	5,490	5,626
NET OPERATING RESULT BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	953	1,229	782	1,291	1,710	2,025	2,885	3,359	3,933	4,045

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET - GENERAL FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
ASSET										
<i>Current Assets</i>										
Cash & Cash Equivalents	453	483	665	753	550	315	419	410	395	496
Investments	6,432	6,966	6,917	7,496	7,460	8,121	8,831	8,996	10,283	10,407
Receivables	3,103	1,957	1,832	1,828	1,796	2,962	2,079	3,333	2,625	2,341
Inventories	3,957	4,000	3,900	3,800	4,100	3,050	3,800	3,850	4,000	3,900
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,945	13,406	13,314	13,877	13,906	14,448	15,129	16,589	17,303	17,144
<i>Non current Assets</i>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	5	5	5	5	5	5	5	5	5	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	431,906	437,769	441,340	444,769	450,292	454,300	458,980	464,488	469,570	477,481
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	431,911	437,774	441,345	444,774	450,297	454,305	458,985	464,493	469,575	477,486
TOTAL ASSETS	445,856	451,180	454,659	458,651	464,203	468,753	474,114	481,082	486,878	494,630

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET CON'T - GENERAL FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
LIABILITIES										
<i>Current Liabilities</i>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,116	100	150	200	250	110	150	1,500	1,050	1,100
Borrowings	665	700	741	781	824	870	591	576	472	367
Provisions	3,757	3,858	3,962	4,069	4,179	4,292	4,408	4,527	4,649	4,775
Total Current Liabilities	5,538	4,658	4,853	5,050	5,253	5,272	5,149	6,603	6,171	6,242
<i>Non current Liabilities</i>										
Payables	102	100	100	100	100	100	100	100	100	100
Borrowings	7,108	6,408	5,667	4,886	4,062	3,192	2,601	2,025	1,552	1,186
Provisions	832	854	877	901	925	950	976	1,002	1,029	1,057
Total Non-Current Liabilities	8,042	7,362	6,644	5,887	5,087	4,242	3,677	3,127	2,681	2,343
TOTAL LIABILITIES	13,580	12,020	11,497	10,937	10,340	9,514	8,826	9,730	8,852	8,585
Net Assets	432,276	439,160	443,162	447,714	453,863	459,239	465,288	471,352	478,026	486,045
EQUITY										
Retained Earnings	348,784	354,564	357,447	360,872	364,749	368,976	373,866	378,759	384,249	389,875
Revaluation Reserves	83,492	84,596	85,715	86,842	89,114	90,263	91,422	92,593	93,777	96,170
Total Equity	432,276	439,160	443,162	447,714	453,863	459,239	465,288	471,352	478,026	486,045

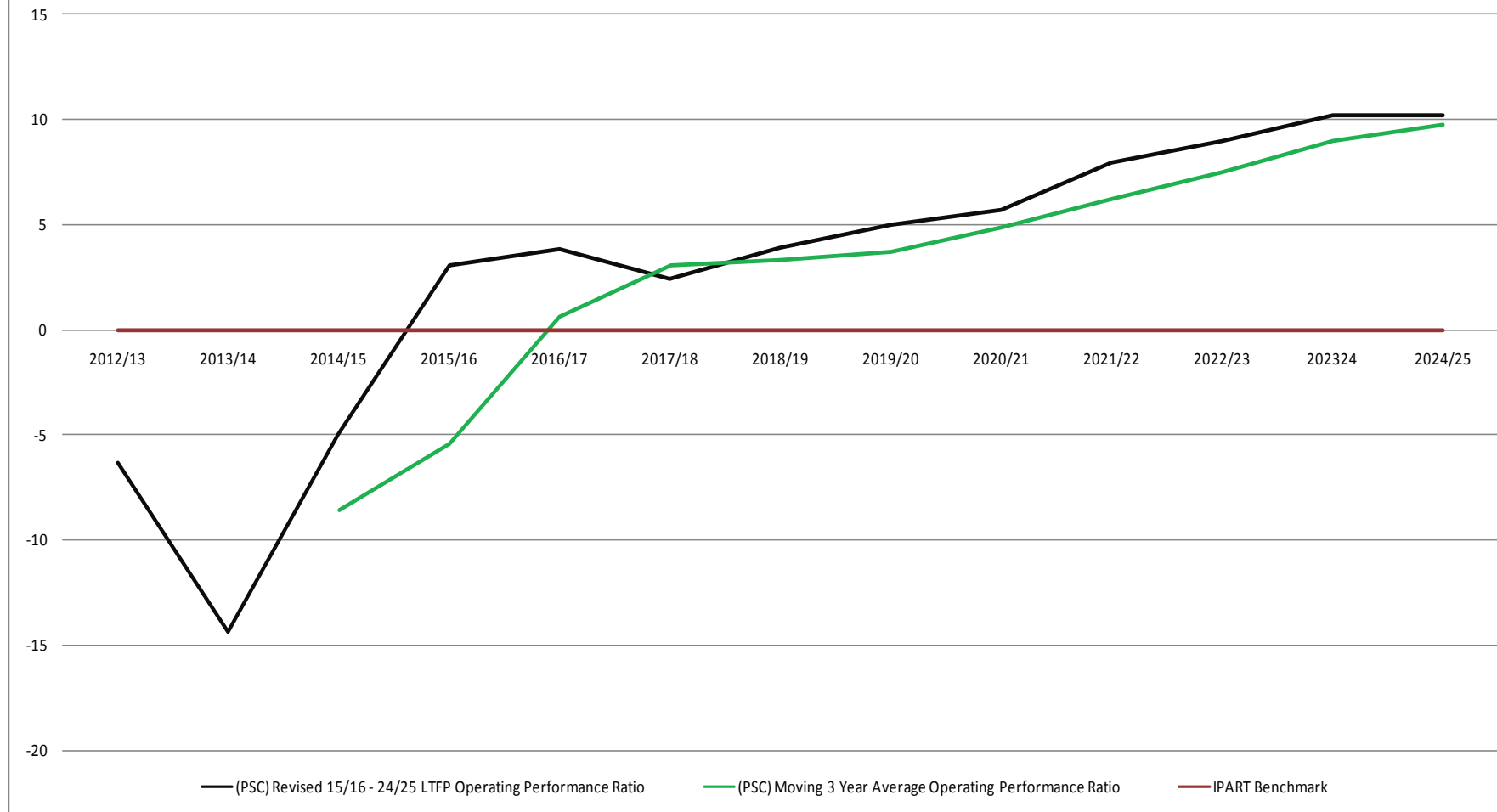
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT - GENERAL FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Operating Activities										
<i>Receipts</i>										
Rates & Annuals Charges	13,208	14,687	15,128	15,583	16,050	16,533	17,028	17,540	18,066	18,608
User Charges & Fees	4,917	5,096	5,268	5,448	5,633	5,824	6,023	6,229	6,442	6,662
Interest & Investment Revenue Received	541	745	424	451	465	512	522	540	577	591
Grants & Contributions	14,979	14,172	11,845	12,075	12,313	12,542	12,569	12,311	12,550	12,826
Other	922	982	903	942	957	1,115	1,185	1,266	1,365	1,477
<i>Payments</i>										
Employee Benefits & On-costs	(10,753)	(11,076)	(11,201)	(11,710)	(12,034)	(12,393)	(12,703)	(13,060)	(13,422)	(14,018)
Material & Contracts	(7,900)	(8,664)	(8,922)	(8,840)	(9,273)	(9,751)	(9,100)	(9,380)	(9,424)	(9,794)
Borrowing Costs	(431)	(449)	(414)	(374)	(333)	(291)	(244)	(201)	(170)	(139)
Other	(2,207)	(2,251)	(2,296)	(2,342)	(2,389)	(2,437)	(2,486)	(2,536)	(2,587)	(2,639)
Net Cash provided (or used in) Operating Activities	13,276	13,242	10,735	11,233	11,389	11,654	12,794	12,709	13,397	13,574
Cash Flows from Investing Activities										
<i>Receipts</i>										
Sale of Investment Securities	16,000	12,000	9,900	9,850	10,850	10,530	11,270	12,160	11,800	13,310
Sale of Real Estate Assets	100	125	-	-	-	125	156	195	244	305
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
<i>Payments</i>										
Purchase of Investment Securities	(15,500)	(12,534)	(9,851)	(10,429)	(10,814)	(11,191)	(11,980)	(12,325)	(13,087)	(13,434)
Purchase of Infrastructure, Property, Plant & Equipment	(16,072)	(12,138)	(9,902)	(9,825)	(10,847)	(10,529)	(11,266)	(12,157)	(11,794)	(13,311)
Deferred Debtors and Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(15,472)	(12,547)	(9,853)	(10,404)	(10,811)	(11,065)	(11,820)	(12,127)	(12,837)	(13,130)

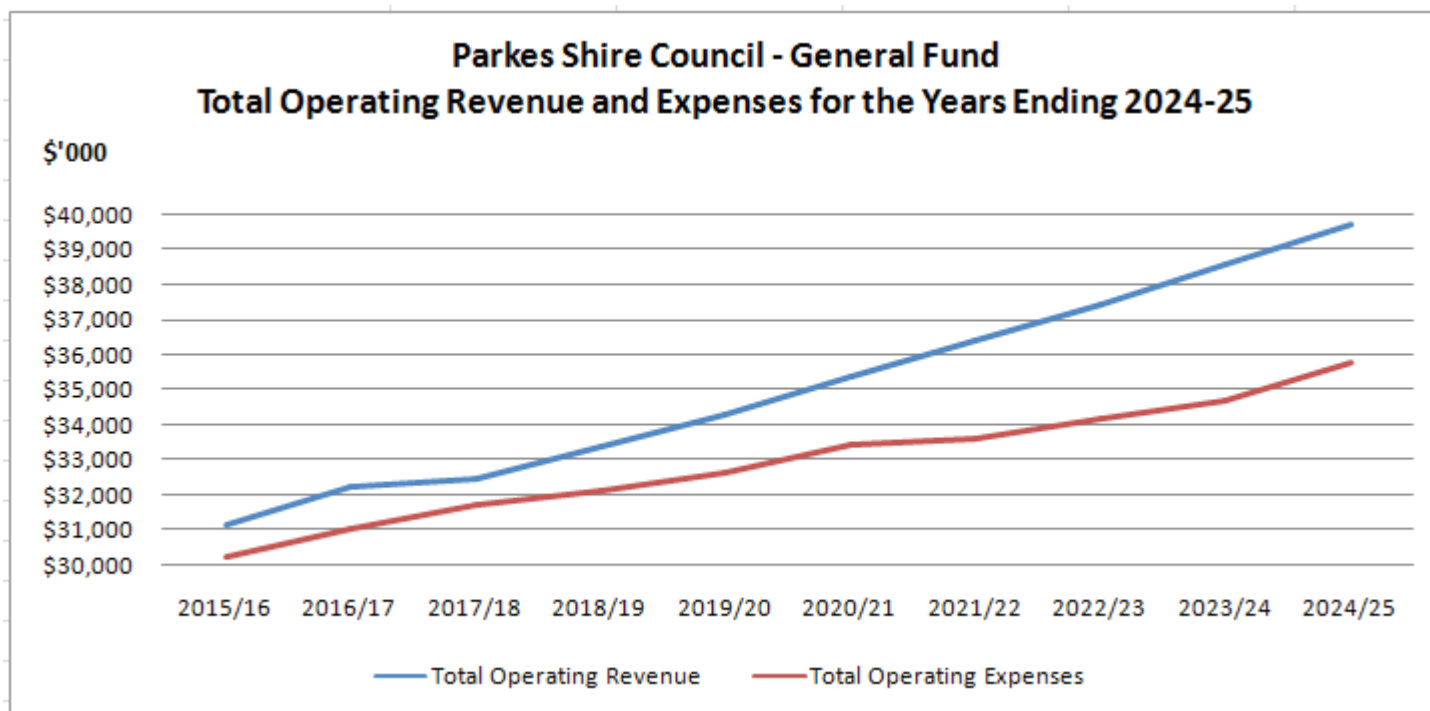
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT CON'T - GENERAL FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Financing Activities										
<i>Receipts</i>										
Proceeds from Borrowings & Advances	2,220	-	-	-	-	-	-	-	-	-
<i>Payments</i>										
Repayment of Borrowings & Advances	(505)	(665)	(700)	(741)	(781)	(824)	(870)	(591)	(575)	(343)
Net Cash flow provided (used in) Financing Activities	1,715	(665)	(700)	(741)	(781)	(824)	(870)	(591)	(575)	(343)
Net Increase / (Decrease) in Cash & Cash Equivalents	(481)	30	182	88	(203)	(235)	104	(9)	(15)	101
plus: Cash, Cash Equivalents & Investments - beginning of year	934	453	483	665	753	550	315	419	410	395
Cash & Cash Equivalents - end of the year	453	483	665	753	550	315	419	410	395	496
Cash & Cash Equivalents - end of the year	453	483	665	753	550	315	419	410	395	496
Investments - end of the year	6,432	6,966	6,917	7,496	7,460	8,121	8,831	8,996	10,283	10,407
Cash, Cash Equivalents & Investments - end of the year	6,885	7,449	7,582	8,249	8,010	8,436	9,250	9,406	10,678	10,903
Representing										
- External Restrictions	2,279	2,513	2,919	3,316	3,745	4,192	4,640	5,123	5,624	6,127
- Internal Restrictions	4,153	4,453	3,998	4,180	3,715	3,929	4,191	3,873	4,659	4,280
- Unrestricted	453	483	665	753	550	315	419	410	395	496

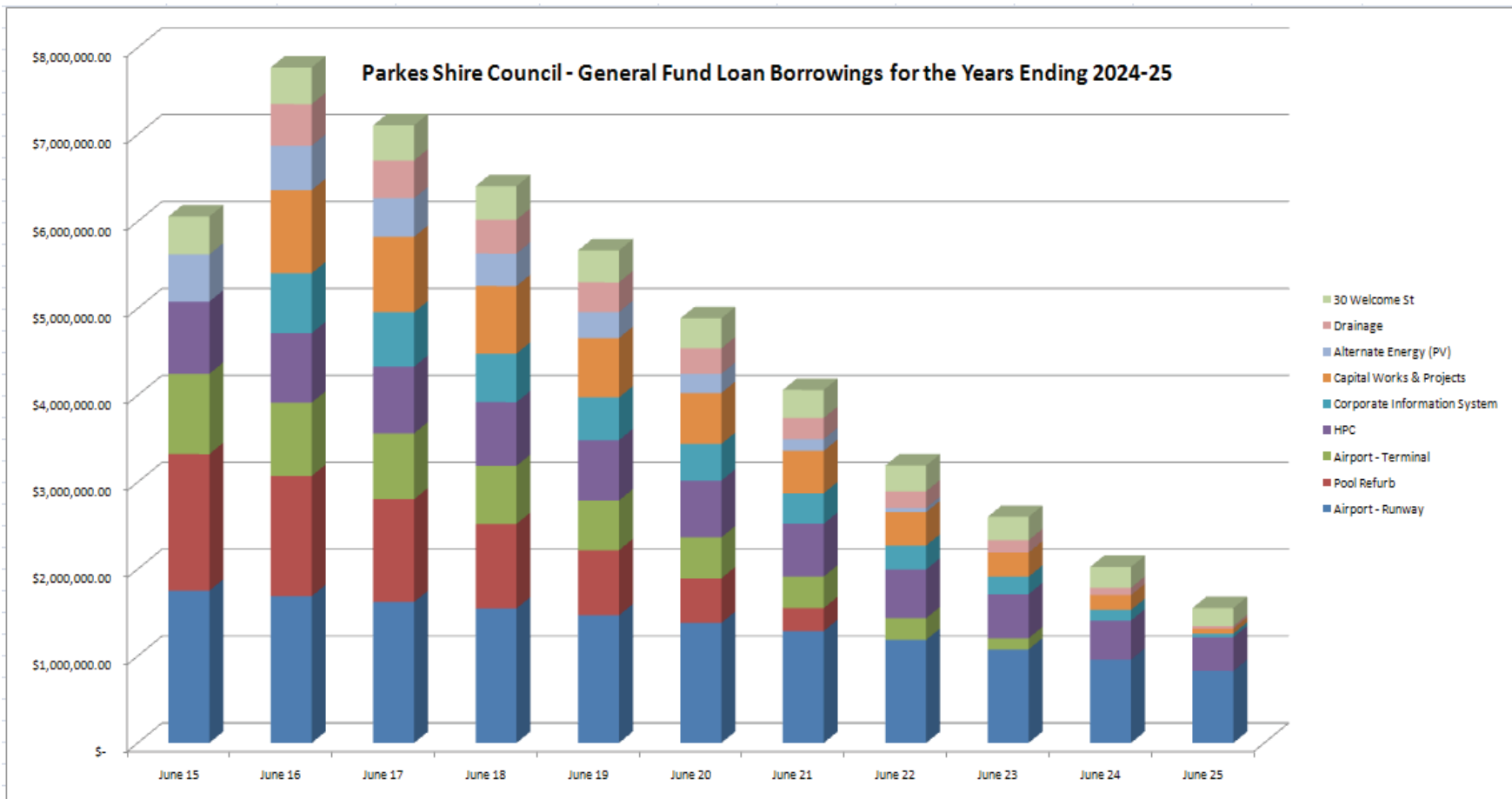
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
EQUITY STATEMENT - GENERAL FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Opening Balance	424,090	432,276	439,160	443,162	447,714	453,863	459,239	465,288	471,352	478,026
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to / (from) Asset Revaluation Reserve	2,723	1,104	1,119	1,127	2,272	1,149	1,159	1,171	1,184	2,393
- Transfers to / (from) Other Reserves										
- Other Income										
- Other Adjustments										
Net Income Recognised Directly in Equity	2,723	1,104	1,119	1,127	2,272	1,149	1,159	1,171	1,184	2,393
b. Net Operating Result for the Year	5,463	5,780	2,883	3,425	3,877	4,227	4,890	4,893	5,490	5,626
Total Recognised Income & Expenses	8,186	6,884	4,002	4,552	6,149	5,376	6,049	6,064	6,674	8,019
Equity - Balance at end of the reporting period	432,276	439,160	443,162	447,714	453,863	459,239	465,288	471,352	478,026	486,045

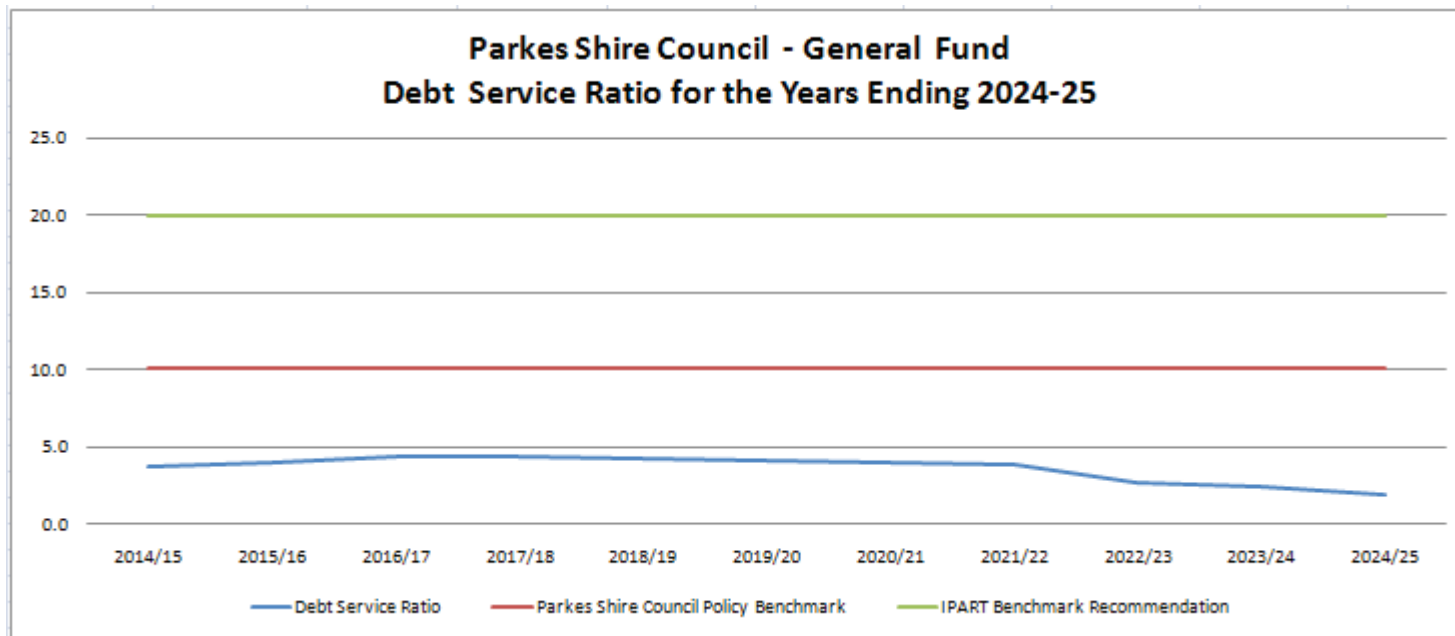
Parkes Shire Council											
10 Year Financial Plan for the Years ending 30 June 2025			Projected Years								
KEY PERFORMANCE INDICATORS GENERAL FUND		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
		✓	Meets Benchmark				✗	Does not meet Benchmark			
Operating Performance Ratio	Snapshot	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	0.031	0.038	0.024	0.039	0.050	0.057	0.079	0.090	0.102	0.102
	3Yr Moving average	(0.026)	0.010	0.031	0.034	0.038	0.049	0.062	0.076	0.091	0.098
Own Source Revenue Ratio	Snapshot	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	56.20	59.80	64.30	64.60	64.80	65.20	65.90	67.10	67.40	67.70
	3Yr Moving average	57.90	58.60	60.10	62.80	64.60	64.90	65.30	66.10	66.80	67.40
Building & Infrastructure Asset Renewal Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	159.60	127.80	112.60	108.80	113.20	114.30	122.90	127.50	119.60	130.20
	3Yr Moving average	134.80	145.50	133.20	116.40	111.60	112.10	116.80	121.60	123.30	125.80
Infrastructure Backlog Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	1.36	1.42	1.42	1.41	1.04	0.96	0.97	1.25	1.41	1.49
Asset Maintenance Ratio	Snapshot	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	103.40	96.30	100.50	103.200	99.60	103.20	103.00	102.80	102.70	102.50
	3Yr Moving average	99.95	99.50	100.10	100.10	101.10	102.00	102.00	103.00	102.80	102.70
Debt Service Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	3.01	3.46	3.43	3.46	3.25	3.15	3.06	2.12	1.93	1.21
	3Yr Moving average	3.17	3.11	3.30	3.45	3.34	3.25	3.15	2.77	2.36	1.74
Real Operating Expenditure per Capita	Snapshot	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	Increasing	Decreasing	Decreasing	Decreasing	Decreasing	Decreasing	Decreasing	Decreasing	Decreasing	Decreasing

Parkes Shire Council - General Fund Operating Performance Ratio for the Years Ending 2024-25









DEBT SERVICE RATIO

Council has funded infrastructure renewal and new infrastructure with a combination of debt (borrowings) and equity (cash reserves set aside in previous years). The Purpose of the Debt Service Ratio is to assess the impact of loan principal & interest repayments on the discretionary revenue of council.

THE WATER AND SEWER FUNDS

The Water and Sewer Fund are accounted for as separate business units within Parkes Shire Council. These funds are not subject to the IPART Rate Peg rules. These units are self funded, with the revenue that is sourced from Access Rates is always set by Council resolution. As a result, Council has more control over the level of service that is provided to the community.

WATER FUND

The Water Fund has a large capital works programme to be undertaken over the next ten years. The major projects are the completion of the Lake Endeavour Dam safety upgrade in early 2015-16, the river intake and refurbishment of Bore 8, the recycling of stormwater around Parkes, and the construction of the Parkes Water Treatment Plant by 2016-17.

It is proposed that some staff will be multi-functional. Due to the higher level of treatment that will be undertaken, it is expected that there will be a increase in staff levels in order to operate and maintain both plants.

Funding for the expansion programmes will be a combination of existing cash reserves, government grants, and a bank loan. As a result of the high capital expenditure primarily from internal sources, it is projected that operating surpluses will be maintained over the 10 year plan. This plan has indexed the revenue stream from the water access charges at 2% and water usage charges at 3% over the next three years.

The Water and Sewer Fund are accounted for as separate business units within Parkes Shire Council. These funds are not subject to the IPART Rate Peg rules. These units are self funded, with the revenue that is sourced from Access Rates is always set by Council resolution. As a result, Council has more control over the level of service that is provided to the community.

Council made significant changes to its water charges in 2010-11 in line with the State Government policy on “Best Practice Water Pricing”. Council has made significant changes in the rates being charged to comply with the Best Practice guidelines in order to be eligible for grant funding from the State Government towards major infrastructure works. Modelling has indicated that based on recent usage, the Best Practice guidelines of 75% of water revenue to be achieved through consumption will be achieved. The following table reflects the forecasted 76/24% water consumption ratio Best Practice ratio as at 30 June 2016.

	2015-2016 \$000's	2016-2017 \$000's	2017-2018 \$000's	2018-2019 \$000's	2019-2020 \$000's	2020-2021 \$000's	2021-2022 \$000's	2022-2023 \$000's	2023-2024 \$000's	2024-2025 \$000's
Access Charges	1,366	1,393	1,421	1,449	1,478	1,508	1,538	1,569	1,600	1,632
Consumption	4,408	4,540	4,676	4,817	4,961	5,110	5,263	5,421	5,584	5,751
Total Charges	5,773	5,933	6,097	6,266	6,439	6,618	6,801	6,990	7,184	7,383
% Consumption / Access Charge	76.35 / 23.65	76.52 / 23.48	76.70 / 23.30	76.87 / 23.13	77.05 / 22.95	77.22 / 22.78	77.39 / 22.61	77.56 / 22.44	77.73 / 22.27	77.90 / 22.10

Major Projects Water Fund	2015-2016 \$	2016-2017 \$	2017-2018 \$	2018-2019 \$	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$	2023-2024 \$	2024-2025 \$
Lake Endeavour Dam - Safety Upgrade	1,140,255	-	-	-	-	-	-	-	-	-
Recycled Water Main	6,040,000	4,540,000	-	-	-	-	-	-	-	-
Water Storage Reservoir	1,612,465	1,612,465	-	-	-	1,724,000	431,000	431,000	862,000	-
River Intake Structure	2,326,934	600,000	-	-	-	-	-	-	-	484,000
Water Treatment Plant	16,332,008	14,941,639	-	-	-	-	-	-	-	-
B-Section Pipeline	94,000	-	-	93,000	-	-	95,000	-	-	95,000
New Services	30,844	32,056	33,315	34,624	35,984	35,984	37,398	38,520	39,674	39,674
Lake Endeavour Dam - Pipeline	3,000,000	-	-	-	-	-	-	-	-	-
Main Construction - Reticulation & Supply	400,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000	460,000
Main Renewal Program	200,000	400,000	400,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	200,000	-
Best Practice Plans	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Building & Property Refurbishments	10,000	-	-	25,000	-	-	10,000	-	155,000	-
Motor Vehicle, Plant & Equipment Replacement Program	176,352	211,450	82,150	202,775	67,150	147,500	48,150	100,150	62,150	137,150
Computer Hardware, Software & Office Equipment	140,000	-	-	-	-	-	-	-	-	-
Hydraulic Analysis	-	10,438	-	-	-	-	11,000	-	-	-
Safety Upgrades	-	7,829	-	8,305	-	8,811	-	-	-	8,000
Section 64 Review	-	25,000	-	-	-	-	-	-	-	-
Gravity Renewal Mains	-	-	-	450,000	-	500,000	-	-	-	-
CCTV Inspections Equipment	-	-	-	-	323,757	-	-	-	-	-
TOTAL GENERAL FUND CAPITAL EXPENDITURE	31,552,858	22,890,877	1,025,465	2,623,704	2,236,891	4,226,295	2,442,548	2,379,670	1,828,824	1,273,824

Parkes Shire Council											
SUMMARY - WATER FUND (WORKING FUNDS)	Annual Amended Budget 2014-15 \$	2015-16 \$	2016-17 \$	2017-18 \$	2018-19 \$	2019-20 \$	2020-21 \$	2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$
TOTAL OPERATING REVENUES	7,285,488	7,619,961	8,137,210	7,818,240	8,036,980	8,247,260	8,464,200	8,703,900	8,957,180	9,223,210	9,525,170
TOTAL OPERATING EXPENSES	7,212,026	7,241,830	7,522,420	7,800,036	7,951,814	8,107,699	8,267,882	8,432,405	8,601,538	8,775,311	8,953,905
TOTAL OPERATING RESULT BEFORE CAPITAL	73,462	378,131	614,790	18,204	85,166	139,561	196,318	271,495	355,642	447,899	571,265
TOTAL OPERATING RESULT AFTER CAPITAL	1,752,831	10,773,385	6,915,560	320,214	393,976	455,321	519,178	601,615	693,192	793,039	924,175
TOTAL CAPITAL REVENUES											
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	1,679,369	10,395,254	6,300,770	302,010	308,810	315,760	322,860	330,120	337,550	345,140	352,910
TOTAL DEPRECIATION	2,224,176	2,246,420	2,268,880	2,291,570	2,314,490	2,337,630	2,361,010	2,384,620	2,408,470	2,432,550	2,456,880
TOTAL INCREASE IN ELE	16,880	17,260	17,650	18,050	18,460	18,880	19,300	19,730	20,170	20,620	21,080
TOTAL LOAN FUNDS USED	-	8,500,000	-	-	-	-	-	-	-	-	-
TOTAL REPAYMENTS BY DEFERRED DEBTORS	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL REVENUE	3,920,425	21,158,934	8,587,300	2,611,630	2,641,760	2,672,270	2,703,170	2,734,470	2,766,190	2,798,310	2,830,870
TOTAL CAPITAL EXPENSES	13,019,544	31,552,858	22,890,877	1,025,465	2,623,704	2,236,891	4,225,945	2,442,548	2,379,670	1,828,824	1,273,824
TOTAL PRINCIPAL REPAYMENT	-	-	156,630	320,344	330,027	340,002	350,278	360,866	371,773	383,010	394,586
TOTAL AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	(9,025,657)	(10,015,793)	(13,845,417)	1,284,025	(226,805)	234,938	(1,676,735)	202,551	370,389	1,034,375	1,733,725
TOTAL TRANSFERS TO RESTRICTED ASSETS	3,993,887	13,037,065	9,202,090	2,629,834	2,726,926	2,811,831	2,899,488	3,005,965	3,121,832	3,246,209	3,402,135
TOTAL TRANSFERS FROM RESTRICTED ASSETS	13,019,544	23,052,858	23,047,507	1,345,809	2,953,731	2,576,893	4,576,223	2,803,414	2,751,443	2,211,834	1,668,410
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES AND OTHER GENERAL REVENUE	-	-	-	-	-	-	-	-	-	-	-

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
INCOME STATEMENT - WATER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	1,251	1,276	1,302	1,328	1,354	1,382	1,409	1,437	1,466	1,495
User Charges & Fees	5,623	5,779	5,940	6,106	6,276	6,451	6,631	6,816	7,007	7,203
Interest & Investment Revenue	524	855	345	368	377	386	413	448	490	561
Other Revenues	159	162	166	169	172	176	179	183	187	190
Grants & Contributions provided for Operating Purposes	63	64	65	67	68	69	71	72	74	75
Grants & Contributions provided for Capital Purposes	10,395	6,301	302	309	316	323	330	338	345	353
Total Income from Continuing Operations	18,015	14,437	8,120	8,347	8,563	8,787	9,033	9,294	9,569	9,877
Expenses from Continuing Operations										
Employee Benefits & On-costs	977	997	1,017	1,037	1,058	1,079	1,101	1,123	1,145	1,168
Borrowing Costs	-	128	248	238	228	218	207	196	185	174
Materials & Contracts	1,659	1,721	1,788	1,859	1,930	2,005	2,082	2,165	2,248	2,336
Depreciation & Amortisation	2,246	2,269	2,292	2,314	2,338	2,361	2,385	2,408	2,433	2,457
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,360	2,407	2,455	2,504	2,554	2,605	2,657	2,710	2,764	2,819
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	7,242	7,522	7,800	7,952	8,108	8,268	8,432	8,602	8,775	8,954
Operating Result from Continuing Operation	10,773	6,915	320	395	455	519	601	692	794	923
Net Operating Result for the Year	10,773	6,915	320	395	455	519	601	692	794	923
NET OPERATING RESULT BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	378	614	18	86	139	196	271	354	449	570

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET - WATER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
ASSET										
<i>Current Assets</i>										
Cash & Cash Equivalents	3,801	4,277	4,128	4,082	4,110	4,241	3,464	3,768	4,255	3,854
Investments	9,729	729	2,629	2,929	3,629	2,329	3,829	4,429	5,529	8,229
Receivables	7,337	2,032	1,588	1,059	667	340	1,231	300	200	500
Inventories	79	60	80	70	60	70	60	60	50	80
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	20,946	7,098	8,425	8,140	8,466	6,980	8,584	8,557	10,034	12,663
<i>Non current Assets</i>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	10	10	10	10	10	10	10	10	10	10
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	106,295	129,043	130,357	133,274	135,838	140,420	143,287	146,124	148,443	150,229
Intangible Assets	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	107,566	130,314	131,628	134,545	137,109	141,691	144,558	147,395	149,714	151,500
TOTAL ASSETS	128,512	137,412	140,053	142,685	145,575	148,671	153,142	155,952	159,748	164,163

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET CON'T - WATER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
LIABILITIES										
<i>Current Liabilities</i>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	290	300	350	300	400	600	2,012	1,577	2,029	2,936
Borrowings	157	320	330	340	350	361	372	383	395	407
Provisions	544	550	560	570	580	590	600	660	670	680
Total Current Liabilities	991	1,170	1,240	1,210	1,330	1,551	2,984	2,620	3,094	4,023
<i>Non current Liabilities</i>										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	8,343	8,023	7,693	7,353	7,003	6,642	6,270	5,887	5,492	5,086
Provisions	50	50	50	50	50	50	50	50	50	50
Total Non-Current Liabilities	8,393	8,073	7,743	7,403	7,053	6,692	6,320	5,937	5,542	5,136
TOTAL LIABILITIES	9,384	9,243	8,983	8,613	8,383	8,243	9,304	8,557	8,636	9,159
Net Assets	119,128	128,169	131,070	134,072	137,192	140,428	143,838	147,395	151,112	155,004
EQUITY										
Retained Earnings	87,134	94,049	94,369	94,764	95,219	95,738	96,339	97,031	97,825	98,748
Revaluation Reserves	31,994	34,120	36,701	39,308	41,973	44,690	47,499	50,364	53,287	56,256
Total Equity	119,128	128,169	131,070	134,072	137,192	140,428	143,838	147,395	151,112	155,004

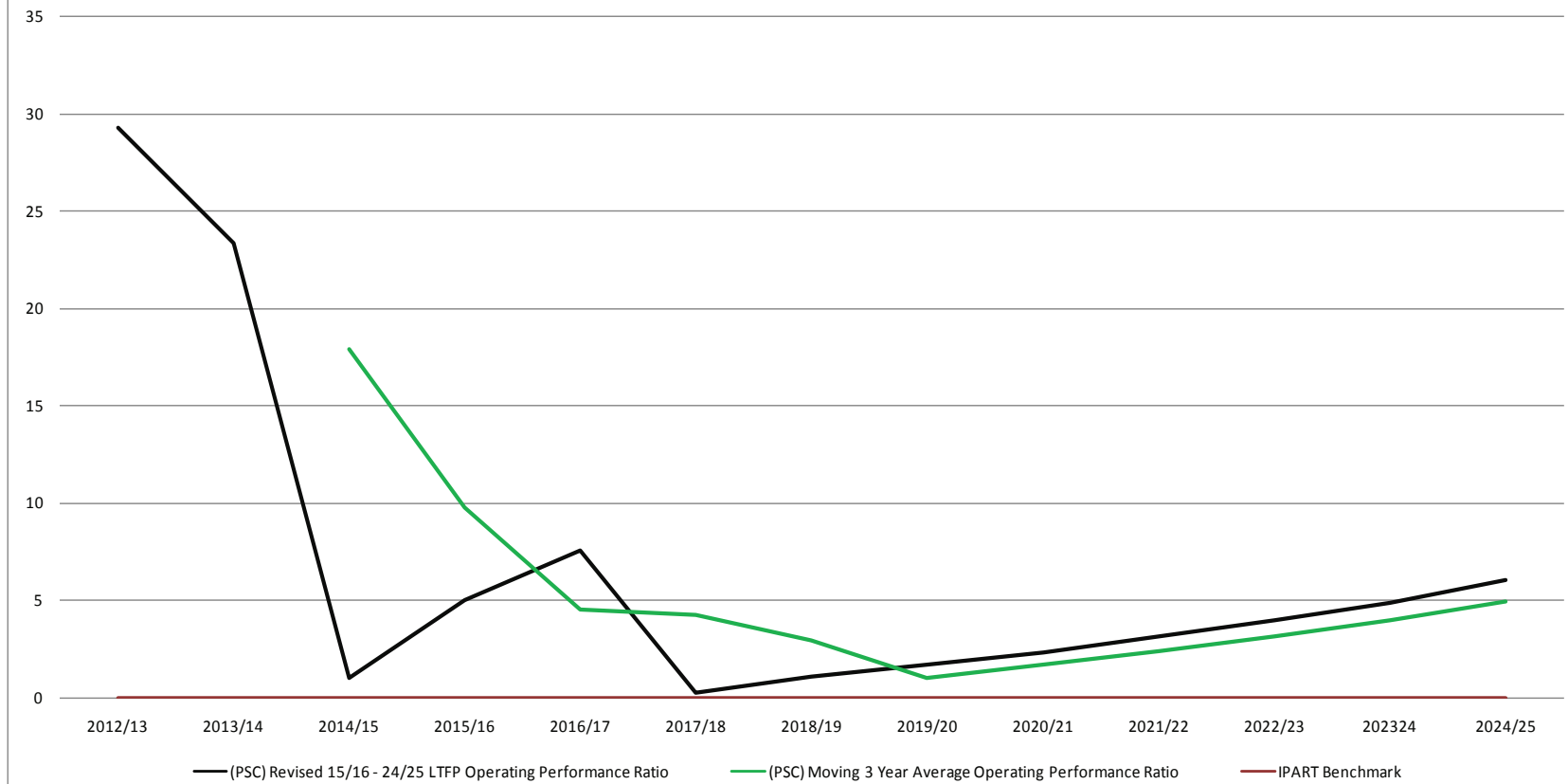
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT - WATER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Operating Activities										
<i>Receipts</i>										
Rates & Annuals Charges	1,226	1,250	1,276	1,301	1,327	1,354	1,381	1,408	1,437	1,465
User Charges & Fees	5,511	5,663	5,821	5,984	6,150	6,322	6,498	6,680	6,867	7,059
Interest & Investment Revenue Received	503	838	338	361	369	378	405	439	480	550
Grants & Contributions	10,040	6,238	360	369	377	385	393	402	411	420
Other	151	159	163	166	169	172	175	179	183	186
<i>Payments</i>										
Employee Benefits & On-costs	(879)	(987)	(1,007)	(1,027)	(1,047)	(1,068)	(1,090)	(1,112)	(1,134)	(1,156)
Material & Contracts	(1,410)	(1,463)	(1,520)	(1,580)	(1,641)	(1,704)	(1,770)	(1,840)	(1,911)	(1,986)
Borrowing Costs	-	(128)	(248)	(238)	(228)	(218)	(207)	(196)	(185)	(174)
Other	(2,391)	(2,046)	(2,087)	(2,128)	(2,171)	(2,214)	(2,258)	(2,304)	(2,349)	(2,396)
Net Cash provided (or used in) Operating Activities	12,751	9,524	3,096	3,208	3,305	3,407	3,527	3,656	3,799	3,968
Cash Flows from Investing Activities										
<i>Receipts</i>										
Sale of Investment Securities	32,000	26,740	1,100	2,700	2,300	4,300	2,500	2,400	1,900	1,300
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	1,260	-	-	-	-	-	-	-	-
<i>Payments</i>										
Purchase of Investment Securities	(18,000)	(14,000)	(3,000)	(3,000)	(3,000)	(3,000)	(4,000)	(3,000)	(3,000)	(4,000)
Purchase of Infrastructure, Property, Plant & Equipment	(31,552)	(22,891)	(1,025)	(2,624)	(2,237)	(4,226)	(2,443)	(2,380)	(1,829)	(1,274)
Deferred Debtors and Advances Made										
Net Cash provided (or used in) Investing Activities	(17,552)	(8,891)	(2,925)	(2,924)	(2,937)	(2,926)	(3,943)	(2,980)	(2,929)	(3,974)

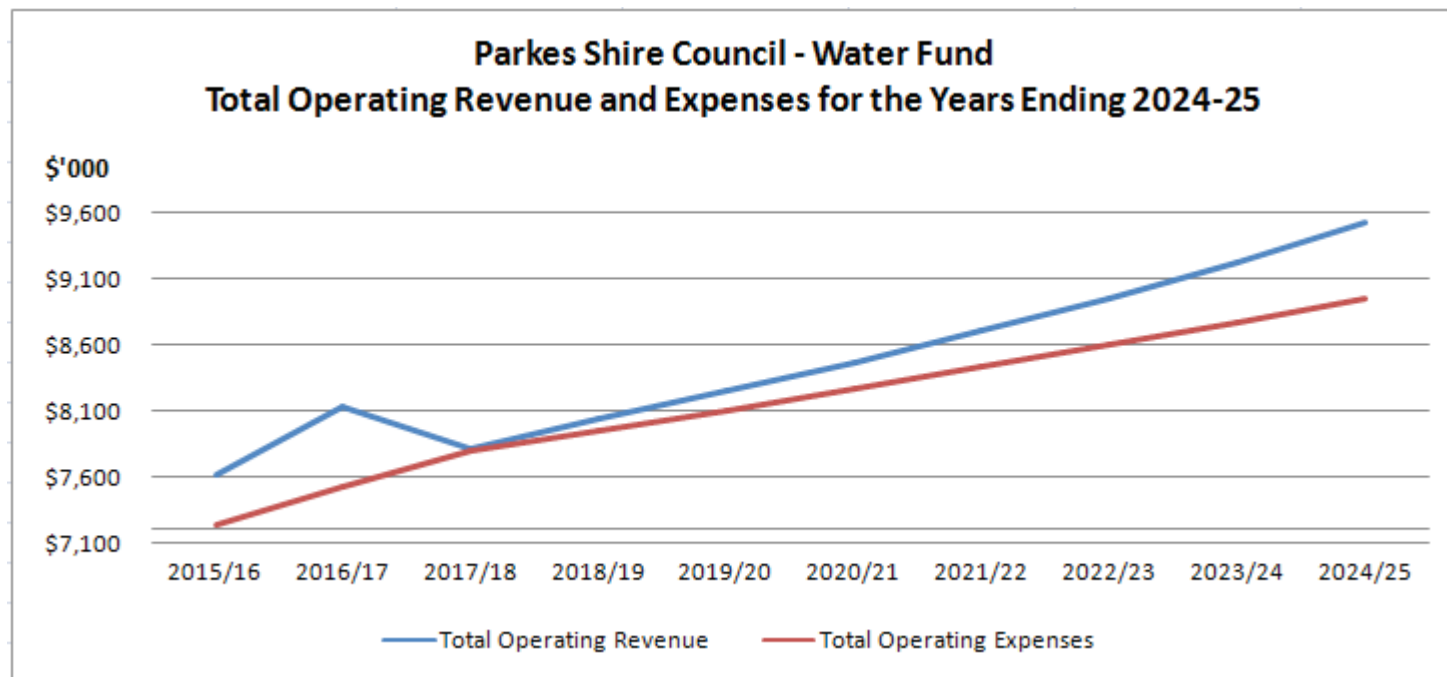
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT CON'T - WATER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Financing Activities										
<i>Receipts</i>										
Proceeds from Borrowings & Advances	8,500	-	-	-	-	-	-	-	-	-
<i>Payments</i>										
Repayment of Borrowings & Advances	-	(157)	(320)	(330)	(340)	(350)	(361)	(372)	(383)	(395)
Net Cash flow provided (used in) Financing Activities	8,500	(157)	(320)	(330)	(340)	(350)	(361)	(372)	(383)	(395)
Net Increase / (Decrease) in Cash & Cash Equivalents	3,699	476	(149)	(46)	28	131	(777)	304	487	(401)
plus: Cash, Cash Equivalents & Investments - beginning of year	102	3,801	4,277	4,128	4,082	4,110	4,241	3,464	3,768	4,255
Cash & Cash Equivalents - end of the year	3,801	4,277	4,128	4,082	4,110	4,241	3,464	3,768	4,255	3,854
Cash & Cash Equivalents - end of the year	3,801	4,277	4,128	4,082	4,110	4,241	3,464	3,768	4,255	3,854
Investments - end of the year	9,729	729	2,629	2,929	3,629	2,329	3,829	4,429	5,529	8,229
Cash, Cash Equivalents & Investments - end of the year	13,530	5,006	6,757	7,011	7,739	6,570	7,293	8,197	9,784	12,083
Representing										
- External Restrictions	13,530	5,006	6,757	7,011	7,739	6,570	7,293	8,197	9,784	12,083
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
EQUITY STATEMENT - WATER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Opening Balance	106,430	119,128	128,169	131,070	134,072	137,192	140,428	143,838	147,395	151,112
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to / (from) Asset Revaluation Reserve	1,925	2,126	2,581	2,607	2,665	2,717	2,809	2,865	2,923	2,969
- Transfers to / (from) Other Reserves										
- Other Income										
- Other Adjustments										
Net Income Recognised Directly in Equity	1,925	2,126	2,581	2,607	2,665	2,717	2,809	2,865	2,923	2,969
b. Net Operating Result for the Year	10,773	6,915	320	395	455	519	601	692	794	923
Total Recognised Income & Expenses	12,698	9,041	2,901	3,002	3,120	3,236	3,410	3,557	3,717	3,892
Equity - Balance at end of the reporting period	119,128	128,169	131,070	134,072	137,192	140,428	143,838	147,395	151,112	155,004

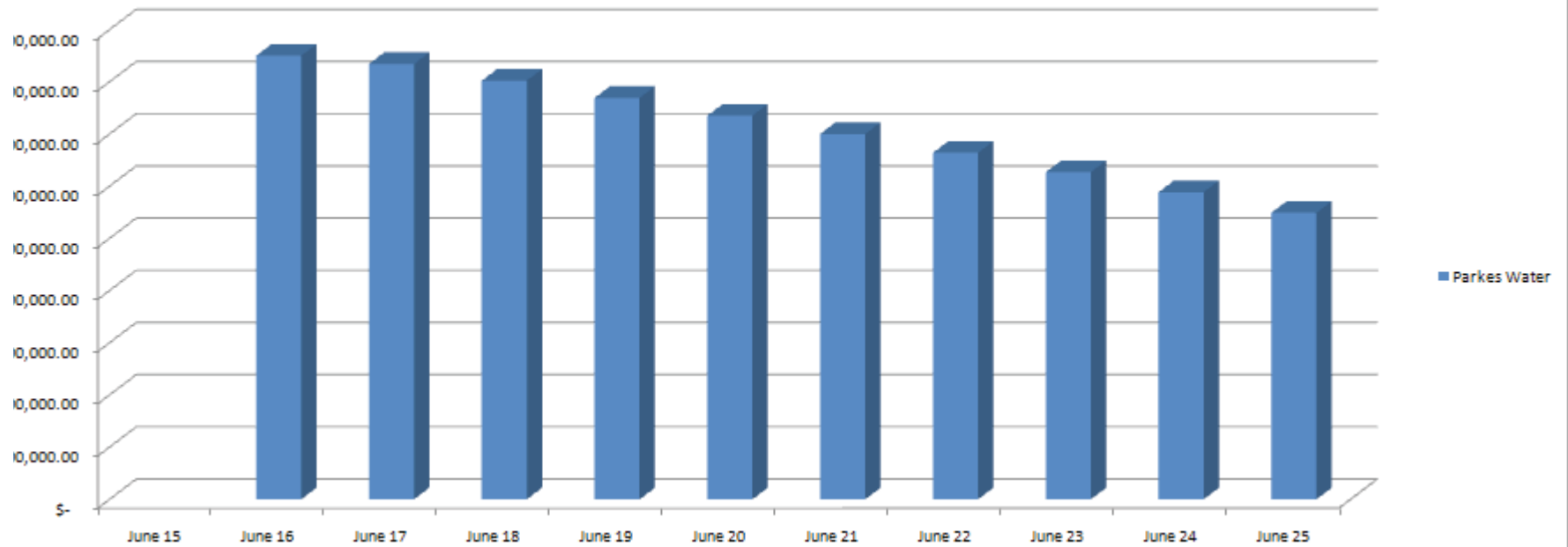
Parkes Shire Council											
10 Year Financial Plan for the Years ending 30 June 2025		Projected Years									
KEY PERFORMANCE INDICATORS WATER FUND		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
		✓	Meets Benchmark				✗	Does not meet Benchmark			
Operating Performance Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	4.96	7.56	0.23	1.06	1.69	2.32	3.12	3.97	4.86	6.00
	3yr Moving Average	9.77	4.51	4.25	2.95	0.99	1.69	2.38	3.14	3.98	4.94
Debt Service Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	0.0	3.5	7.3	7.1	6.9	6.8	6.6	6.4	6.2	6.0

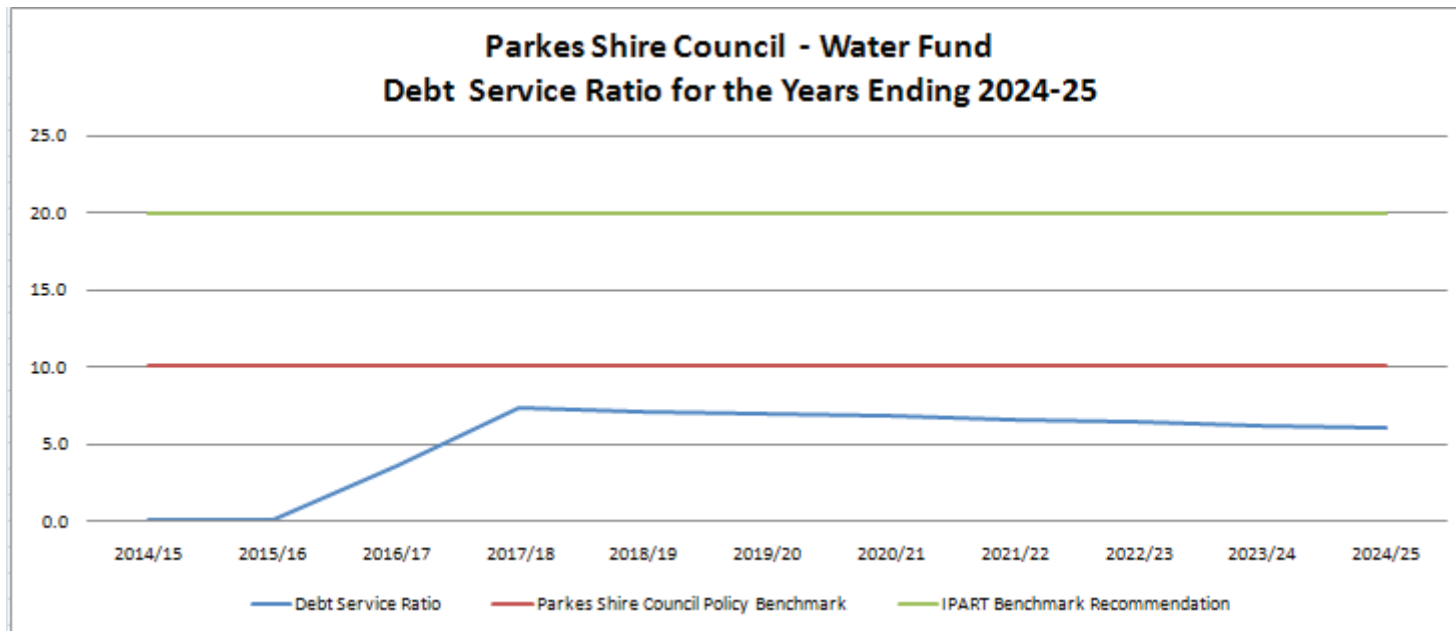
Parkes Shire Council - Water Fund Operating Performance Ratio for the Years Ending 2024-25





Parkes Shire Council - Water Fund - Borrowings for the Years Ending 2024-25





DEBT SERVICE RATIO

Council has funded infrastructure renewal and new infrastructure with a combination of debt (borrowings) and equity (cash reserves set aside in previous years). The Purpose of the Debt Service Ratio is to assess the impact of loan principal & interest repayments on the discretionary revenue of council.

SEWER FUND

The Sewer Fund has a significant capital works programme to be undertaken over the next four years. The major project is the construction of the Parkes Sewerage Treatment Plant 2015/16 to 2016/17. It is possible that some staff will be multi-functional. However because of the higher level of treatment that will be undertaken, it is expected that there will be some increase in staff levels, in order to operate and maintain both treatment plants.

Funding for the expansion programmes will be a combination of existing cash reserves, government grants and a bank loan. As a result of the high capital expenditure primarily from internal sources, it is projected that the existing operating surplus will reduce in the later half of this 10 year plan. This plan has indexed the revenue stream from the Sewer Rate at 2% over the next ten years.

Major Projects Sewer Fund	2015-2016 \$	2016-2017 \$	2017-2018 \$	2018-2019 \$	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$	2023-2024 \$	2024-2025 \$
Mains Construction	500,000	500,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	-
Motor Vehicle, Plant & Equipment Replacement Program	93,358	48,609	78,867	59,133	9,407	9,690	51,980	-	9,980	75,500
Pipe Investigation & Reline	40,575	41,792	43,046	44,337	45,667	47,037	48,448	49,901	51,398	-
Main Renewal Program	106,090	109,273	112,551	115,928	119,406	122,988	126,678	130,478	134,392	-
Sewer Treatment Plant	13,486,818	7,812,397	-	-	-	-	-	-	-	-
Parkes Regional Airport - Septic System	50,000	-	-	-	-	-	-	-	-	-
Computer Hardware, Software & Office Equipment	140,000	-	-	-	-	-	-	-	-	-
Major Extension - Reticulation Network	-	-	-	1,100,000	1,100,000	-	-	-	-	-
Reticulation Model	-	30,000	-	-	-	30,000	-	-	-	-
Telemetry Improvements	-	-	35,000	-	-	-	-	-	-	-
Pumping Investigation	-	-	90,000	-	-	-	101,000	-	-	-
Mono Pump - Peak Hill	-	-	-	-	19,000	-	-	-	-	19,000
Mains Cleaning Equipment	-	-	-	-	-	85,000	-	-	-	-
TOTAL GENERAL FUND CAPITAL EXPENDITURE	14,416,841	8,542,071	759,464	1,719,398	1,693,480	694,715	728,106	590,359	595,770	94,500

Parkes Shire Council											
SUMMARY - SEWER FUND (WORKING FUNDS)	Annual Amended Budget 2014-15 \$	2015-16 \$	2016-17 \$	2017-18 \$	2018-19 \$	2019-20 \$	2020-21 \$	2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$
TOTAL OPERATING REVENUES	3,367,977	3,294,246	3,252,550	3,116,790	3,184,840	3,248,780	3,314,120	3,383,310	3,460,360	3,545,020	3,638,310
TOTAL OPERATING EXPENSES	2,216,534	2,316,634	2,381,015	2,448,489	2,521,298	2,598,884	2,682,252	2,770,602	2,865,553	2,967,875	3,076,573
TOTAL OPERATING RESULT BEFORE CAPITAL	1,151,443	977,612	871,535	667,301	663,542	649,896	631,868	612,708	594,807	577,145	561,737
TOTAL OPERATING RESULT AFTER CAPITAL	1,253,338	4,452,992	3,468,205	775,171	773,572	762,126	746,338	729,468	713,907	698,625	685,647
TOTAL CAPITAL REVENUES											
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	101,895	3,475,380	2,596,670	107,870	110,030	112,230	114,470	116,760	119,100	121,480	123,910
TOTAL DEPRECIATION	633,992	640,330	646,730	653,200	659,730	666,330	672,990	679,720	686,520	693,390	700,320
TOTAL INCREASE IN ELE	8,267	8,490	8,730	8,970	9,220	9,480	9,750	10,020	10,300	10,590	10,890
TOTAL LOAN FUNDS USED	-	4,000,000	-	-	-	-	-	-	-	-	-
TOTAL REPAYMENTS BY DEFERRED DEBTORS	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL REVENUE	744,154	8,124,200	3,252,130	770,040	778,980	798,040	807,210	816,500	825,920	835,460	845,120
TOTAL CAPITAL EXPENSES	2,995,971	14,416,841	8,542,071	759,464	1,719,398	1,693,480	694,715	728,106	590,359	595,770	94,500
TOTAL PRINCIPAL REPAYMENT	26,413	201,665	384,592	397,635	412,403	426,839	441,383	457,372	473,770	490,402	508,921
TOTAL AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	(1,126,787)	(5,516,694)	(4,802,998)	280,242	(689,279)	(672,383)	302,980	243,730	356,598	326,433	803,436
TOTAL TRANSFERS TO RESTRICTED ASSETS	1,895,597	5,101,812	4,123,665	1,437,341	1,442,522	1,447,936	1,439,078	1,429,208	1,420,727	1,412,605	1,406,857
TOTAL TRANSFERS FROM RESTRICTED ASSETS	3,022,384	10,618,506	8,926,663	1,157,099	2,131,801	2,120,319	1,136,098	1,185,478	1,064,129	1,086,172	603,421
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES AND OTHER GENERAL REVENUE	-	-	-	-	-	-	-	-	-	-	-

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
INCOME STATEMENT - SEWER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Income from Continuing Operations										
<i>Revenue:</i>										
Rates & Annual Charges	2,378	2,426	2,474	2,524	2,574	2,626	2,678	2,732	2,787	2,842
User Charges & Fees	380	387	395	403	411	419	427	436	445	454
Interest & Investment Revenue	426	327	132	141	144	147	153	165	184	210
Other Revenues:	54	55	56	58	59	60	61	62	64	65
Grants & Contributions provided for Operating Purposes	57	58	59	60	61	62	64	65	66	68
Grants & Contributions provided for Capital Purposes	3,475	2,597	108	110	112	114	117	119	121	124
Total Income from Continuing Operations	6,770	5,850	3,224	3,296	3,361	3,428	3,500	3,579	3,667	3,763
Expenses from Continuing Operations										
Employee Benefits & On-costs	884	902	920	938	957	976	996	1,016	1,036	1,057
Borrowing Costs	175	168	160	151	142	133	123	113	103	91
Materials & Contracts	570	649	701	756	818	884	955	1,033	1,119	1,211
Depreciation & Amortisation	640	647	653	660	666	673	680	687	693	700
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	48	15	15	16	16	16	17	17	17	18
Interest & Investment Losses	-									
Total Expenses from Continuing Operations	2,317	2,381	2,449	2,521	2,599	2,682	2,771	2,866	2,968	3,077
Operating Result from Continuing Operations	4,453	3,469	775	775	762	746	729	713	699	686
Net Operating Result for the Year	4,453	3,469	775	775	762	746	729	713	699	686
NET OPERATING RESULT BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	978	872	667	665	650	632	612	594	578	562

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET - SEWER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
ASSET										
<i>Current Assets</i>										
Cash & Cash Equivalents	3,936	2,065	1,884	1,743	1,616	1,470	1,275	1,202	1,111	1,110
Investments	3,654	1,074	1,574	1,074	574	1,074	1,574	2,074	2,574	3,474
Receivables	2,256	1,922	1,912	1,770	1,873	1,719	1,682	1,543	1,404	1,351
Inventories	34	30	50	45	35	25	40	45	40	35
Other	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,880	5,091	5,420	4,632	4,098	4,288	4,571	4,864	5,129	5,970
<i>Non current Assets</i>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	5	5	5	5	5	5	5	5	5	5
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	47,076	55,913	57,137	59,339	61,552	62,805	64,109	65,295	66,504	67,229
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	47,081	55,918	57,142	59,344	61,557	62,810	64,114	65,300	66,509	67,234
TOTAL ASSETS	56,961	61,009	62,562	63,976	65,655	67,098	68,685	70,164	71,638	73,204

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
BALANCE SHEET CON'T - SEWER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
LIABILITIES										
<i>Current Liabilities</i>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	286	300	350	250	400	300	350	300	250	300
Borrowings	385	398	412	427	441	457	474	490	509	291
Provisions	332	339	346	353	360	367	374	381	389	397
Total Current Liabilities	1,003	1,037	1,108	1,030	1,201	1,124	1,198	1,171	1,148	988
<i>Non current Liabilities</i>										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	4,801	4,403	3,991	3,564	3,123	2,665	2,192	1,701	1,192	901
Provisions	50	51	52	53	54	55	56	57	58	59
Total Non-Current Liabilities	4,851	4,454	4,043	3,617	3,177	2,720	2,248	1,758	1,250	960
TOTAL LIABILITIES	5,854	5,491	5,151	4,647	4,378	3,844	3,446	2,929	2,398	1,948
Net Assets	51,107	55,518	57,411	59,329	61,277	63,254	65,239	67,235	69,240	71,256
EQUITY										
Retained Earnings	31,633	35,102	35,877	36,652	37,414	38,160	38,889	39,602	40,301	40,987
Revaluation Reserves	19,474	20,416	21,534	22,677	23,863	25,094	26,350	27,633	28,939	30,269
Total Equity	51,107	55,518	57,411	59,329	61,277	63,254	65,239	67,235	69,240	71,256

Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT - SEWER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Operating Activities										
<i>Receipts</i>										
Rates & Annuals Charges	2,330	2,377	2,425	2,474	2,523	2,573	2,624	2,677	2,731	2,785
User Charges & Fees	372	379	387	395	403	411	418	427	436	445
Interest & Investment Revenue Received	409	327	132	141	144	147	153	165	184	210
Grants & Contributions	3,391	2,549	161	164	167	169	174	177	180	185
Other	51	52	53	55	56	57	58	59	61	62
<i>Payments</i>										
Employee Benefits & On-costs	(796)	(893)	(911)	(929)	(947)	(966)	(986)	(1,006)	(1,026)	(1,046)
Material & Contracts	(485)	(552)	(596)	(643)	(695)	(752)	(811)	(878)	(951)	(1,029)
Borrowing Costs	(175)	(168)	(160)	(151)	(142)	(133)	(123)	(113)	(103)	(91)
Other	(97)	(15)	(15)	(16)	(16)	(16)	(17)	(17)	(17)	(18)
Net Cash provided (or used in) Operating Activities	5,000	4,056	1,476	1,490	1,493	1,490	1,490	1,491	1,495	1,503
Cash Flows from Investing Activities										
<i>Receipts</i>										
Sale of Investment Securities	14,000	9,000	1,000	2,000	2,000	1,000	1,000	1,000	1,000	600
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	420	-	-	10	10	10	10	10	10
<i>Payments</i>										
Purchase of Investment Securities	(5,000)	(6,420)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Purchase of Infrastructure, Property, Plant & Equipment	(14,417)	(8,542)	(759)	(1,719)	(1,693)	(695)	(728)	(590)	(596)	(95)
Deferred Debtors and Advances Made	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(5,417)	(5,542)	(1,259)	(1,219)	(1,183)	(1,185)	(1,218)	(1,080)	(1,086)	(985)

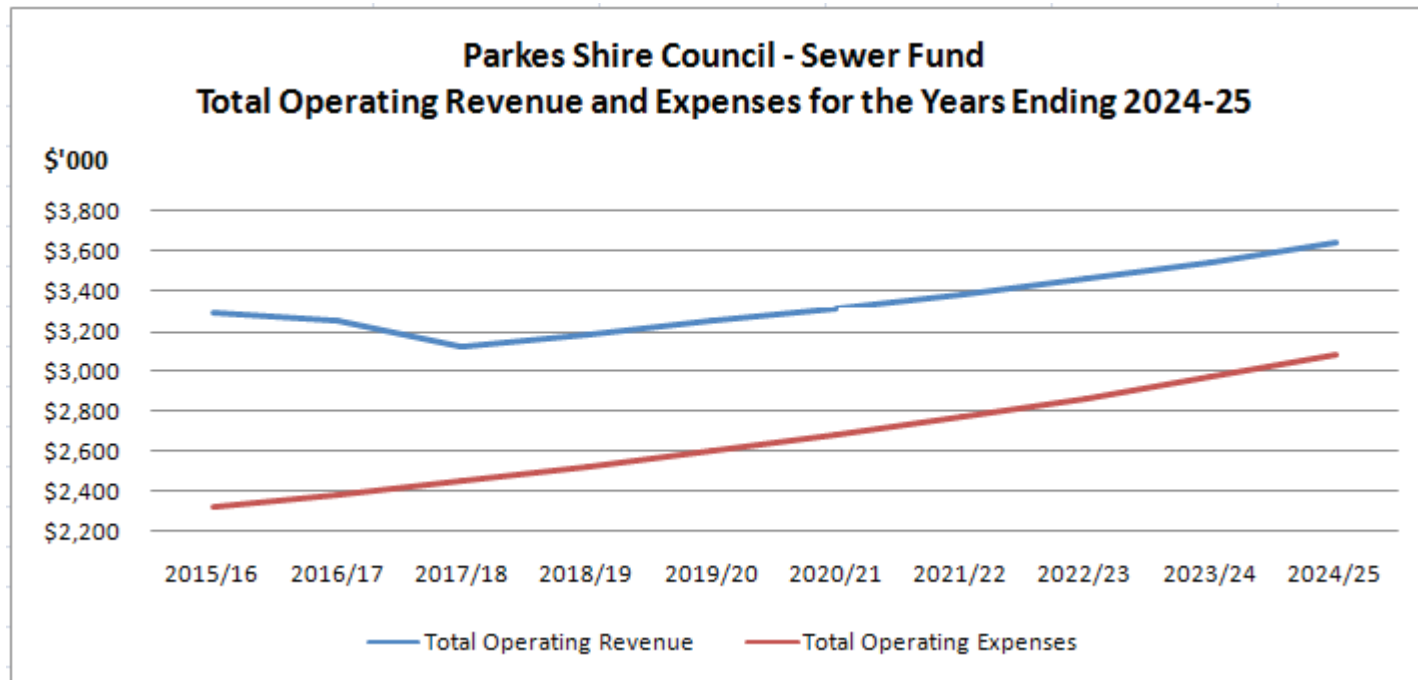
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
CASH FLOW STATEMENT CON'T - SEWER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Cash Flows from Financing Activities										
<i>Receipts</i>										
Proceeds from Borrowings & Advances	4,000	-	-	-	-	-	-	-	-	-
<i>Payments</i>										
Repayment of Borrowings & Advances	(202)	(385)	(398)	(412)	(427)	(441)	(457)	(474)	(490)	(509)
Net Cash flow provided (used in) Financing Activities	3,798	(385)	(398)	(412)	(427)	(441)	(457)	(474)	(490)	(509)
Net Increase / (Decrease) in Cash & Cash Equivalents	3,381	(1,871)	(181)	(141)	(127)	(146)	(195)	(73)	(91)	(1)
plus: Cash, Cash Equivalents & Investments - beginning of year	555	3,936	2,065	1,884	1,743	1,616	1,470	1,275	1,202	1,111
Cash & Cash Equivalents - end of the year	3,936	2,065	1,884	1,743	1,616	1,470	1,275	1,202	1,111	1,110
Cash & Cash Equivalents - end of the year	3,936	2,065	1,884	1,743	1,616	1,470	1,275	1,202	1,111	1,110
Investments - end of the year	3,654	1,074	1,574	1,074	574	1,074	1,574	2,074	2,574	3,474
Cash, Cash Equivalents & Investments - end of the year	7,590	3,139	3,458	2,817	2,190	2,544	2,849	3,276	3,685	4,584
Representing										
- External Restrictions	7,590	3,139	3,458	2,817	2,190	2,544	2,849	3,276	3,685	4,584
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-

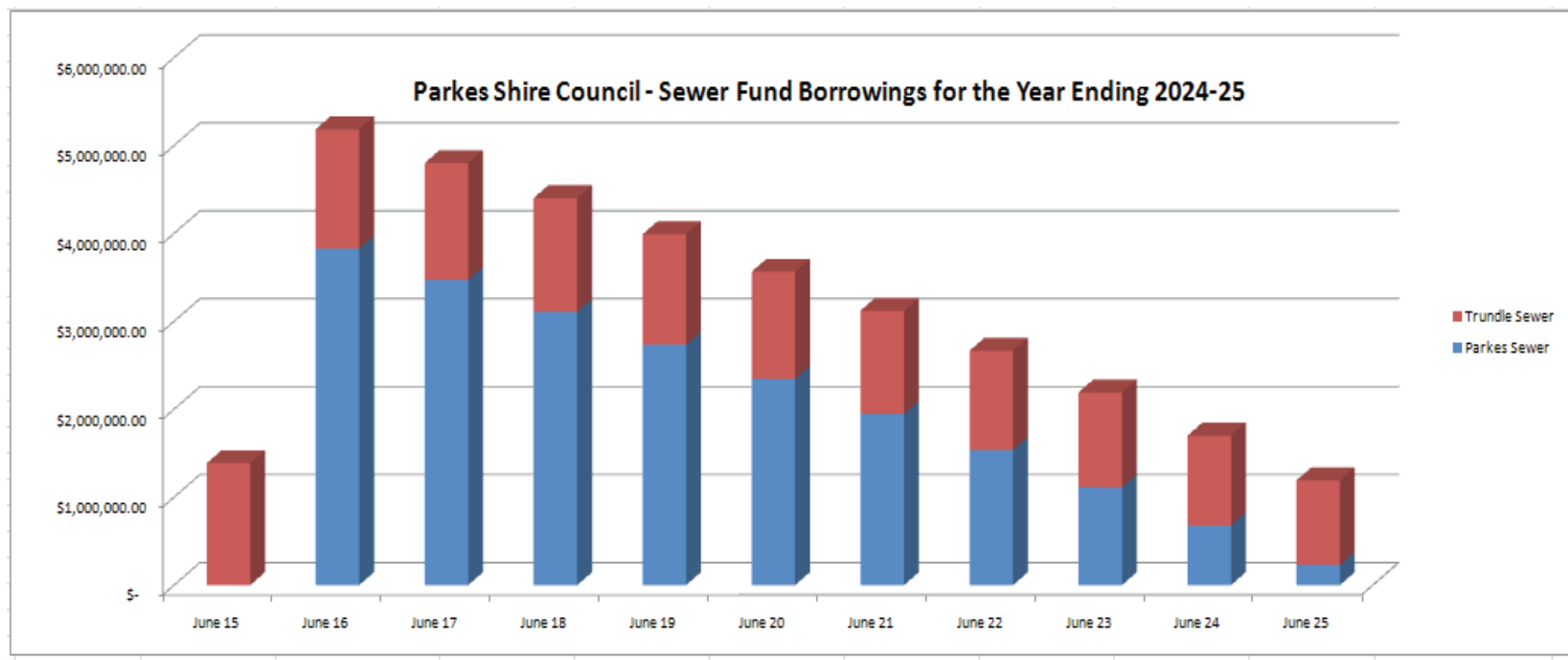
Parkes Shire Council										
10 Year Financial Plan for the Years ending 30 June 2025	Projected Years									
EQUITY STATEMENT - SEWER FUND	2015-16 \$000's	2016-17 \$000's	2017-18 \$000's	2018-19 \$000's	2019-20 \$000's	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's
Opening Balance	45,704	51,107	55,518	57,411	59,329	61,277	63,254	65,239	67,235	69,240
a. Current Year Income & Expenses Recognised direct to Equity										
- Transfers to / (from) Asset Revaluation Reserve	950	942	1,118	1,143	1,186	1,231	1,256	1,283	1,306	1,330
- Transfers to / (from) Other Reserves										
- Other Income										
- Other Adjustments										
Net Income Recognised Directly in Equity	950	942	1,118	1,143	1,186	1,231	1,256	1,283	1,306	1,330
b. Net Operating Result for the Year	4,453	3,469	775	775	762	746	729	713	699	686
Total Recognised Income & Expenses	5,403	4,411	1,893	1,918	1,948	1,977	1,985	1,996	2,005	2,016
Equity - Balance at end of the reporting period	51,107	55,518	57,411	59,329	61,277	63,254	65,239	67,235	69,240	71,256

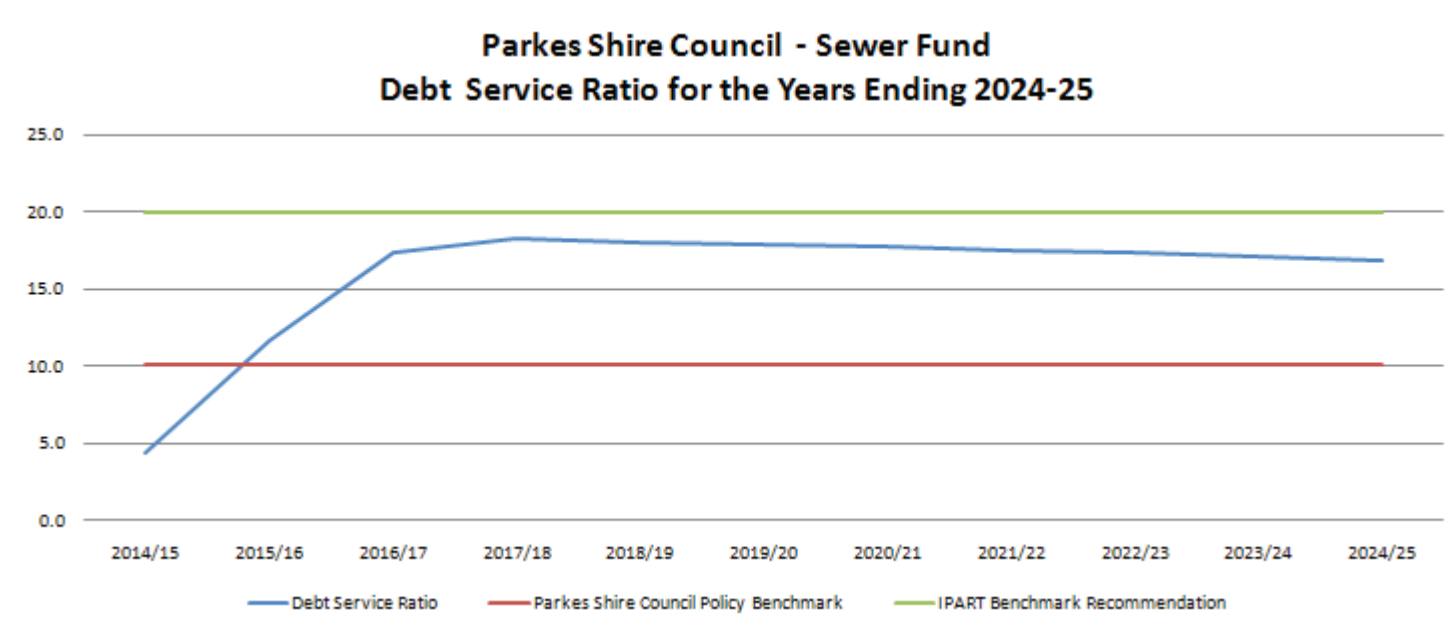
Parkes Shire Council											
10 Year Financial Plan for the Years ending 30 June 2025		Projected Years									
KEY PERFORMANCE INDICATORS SEWER FUND		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
		✓	Meets Benchmark				✗	Does not meet Benchmark			
Operating Performance Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	29.68	26.80	21.41	20.83	20.00	19.07	18.11	17.19	16.28	15.44
	3yr Moving Average	29.06	30.22	25.96	23.01	20.75	19.97	19.06	18.12	17.19	16.30
Debt Service Ratio	Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Actual Ratio	11.6	17.3	18.2	18.0	17.8	17.7	17.5	17.3	17.1	16.8

Parkes Shire Council - Sewer Fund
Operating Performance Ratio for the Years Ending 2024-25









DEBT SERVICE RATIO

Council has funded infrastructure renewal and new infrastructure with a combination of debt (borrowings) and equity (cash reserves set aside in previous years). The Purpose of the Debt Service Ratio is to assess the impact of loan principal & interest repayments on the discretionary revenue of council. The IPART recommendation is for the debt service ratio to be greater than 0% and less than or equal to 20% average over three years.