



LONG TERM FINANCIAL PLAN 2013/14 – 2022/23

Document Control		LTFP 2013/14 – 2022/23
Revision Number	Date	Revision Details
1		Initial Plan
2	September 2013	-Two Scenarios Rate Pegging / Special Rate Variation -Revised maintenance and renewal of assets - increased rural road maintenance -Operational savings

Contents

Introduction.....	3
Gilgandra Shire Community Overview.....	6
Objectives of the Long Term Financial Plan.....	10
Financial Sustainability.....	10
Planning Assumptions.....	13
Key Financial Indicators.....	24
Sensitivity Analysis.....	26
Financial Strategies Underpinning the LTFP.....	28
Financial Modelling Scenarios.....	31
Appendix 1 – Financial Modelling	
Outputs.....	36

Introduction

How does the Long Term Financial Plan relate to the Community Strategic Plan and Delivery Program

The Community Strategic Plan is the highest level plan that Council prepares. Its purpose is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as other level of government and community groups are also responsible for the delivery of long term strategies in the Plan. These responsibilities are also identified in the Plan.

The Community Strategic Plan is supported by a number of Council plans including:

- ❖ **Delivery Program:** This plan sets out the actions, grouped under strategies identified in the Community Strategic Plan, that Council will take over the next four years (2013/14 – 2016/ 2017), that work towards achieving the outcomes identified in the Community Strategic Plan. This plan also includes anticipated budget requirements (2013/14 – 2016/17) associated with these actions.
- ❖ **Operational Plan:** This plan contains details of Council's actions, grouped under strategies from the Community Strategic Plan that Council will take in the next financial year (2013/14) that work towards achieving the outcomes identified in the Community strategic Plan. These actions are a sub set of the actions outlined in the Delivery Program and include detailed budget requirements for the financial year (2013/14) associated with these actions.
- ❖ **Resourcing Strategy:** This Strategy is the basis upon which Council will make decisions designed to deliver the outcomes identified in the Community Strategic Plan and includes:

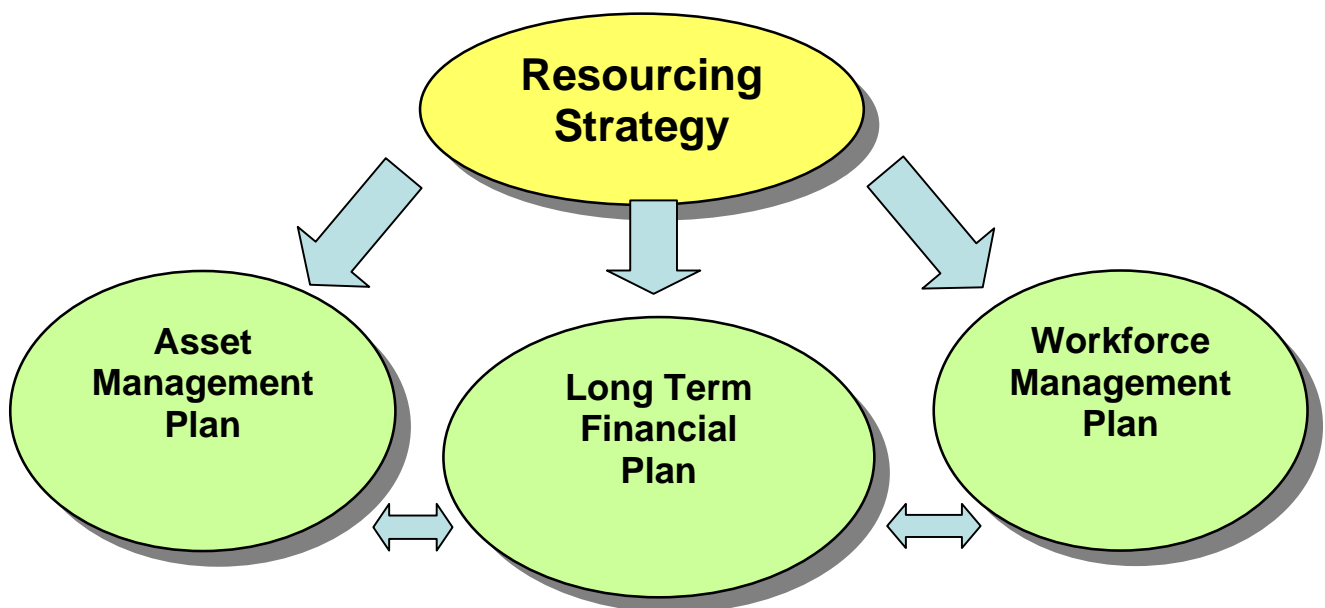
- **Workforce Management Plan:** This planning outlines how we will ensure Council has the staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan

- **Asset Management Plan:** This planning is a comprehensive process to ensure detailed information on all Council assets is available and delivery of services from assets is provided in a financially sustainable manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services and will inform the Community Strategic Plan and Long Term Financial Plan

- **Long Term Financial Plan:** This plan models a number of scenarios in the context of constraints we face in the longer term, providing a sound basis for financial decision making. The Long Term Financial Plan is a tool that ‘tests’ the community’s aspirations outlined in the Community Strategic Plan against the financial reality. It is both a decision-making tool and a problem solving tool

- ❖ **Local Environmental Plan:** The Community Strategic Plan sets high level objectives that relate to land use planning however the Local Environmental Plan maps out the details of land use planning across the Shire. The Local Environmental Plan is the principal document for controlling development at a council level.

- ❖ **Community Engagement Strategy:** Council has developed a Community Engagement Strategy for ongoing engagement with the local community in developing and reviewing the Community Strategic Plan. Council intends to consult with and inform the community of its plans on a regular basis .



Gilgandra Shire Community Overview

Orana Regional Organisation of Councils



Gilgandra Shire Local Government Area



Gilgandra is nestled on the banks of the Castlereagh River in Central NSW at the junction of three major inland highways being the Newell, Oxley and Castlereagh and half way between Brisbane and Melbourne. In addition to the township of Gilgandra the Shire has two villages, Tooraweenah located at the southern entrance to the Warrumbungle National Park and Armatree located in the north of the shire.

Gilgandra is a great place to live. It is a proud, passionate, vibrant, solid and supportive rural based community. We are fortunate to have excellent schools for our children, a comprehensive range of medical services, fantastic sporting facilities, and a thriving cultural presence within the region. Although our population is ageing, social capital through volunteerism is strong, and this strength is reflected in the many events (cultural, sporting, community and nation building) that are conducted by volunteers.

Gilgandra is located just 65 kilometres north of Dubbo, one of the largest inland cities in New South Wales. This allows residents to have close access to a base hospital, specialist medical services, employment opportunities and a regional airport.

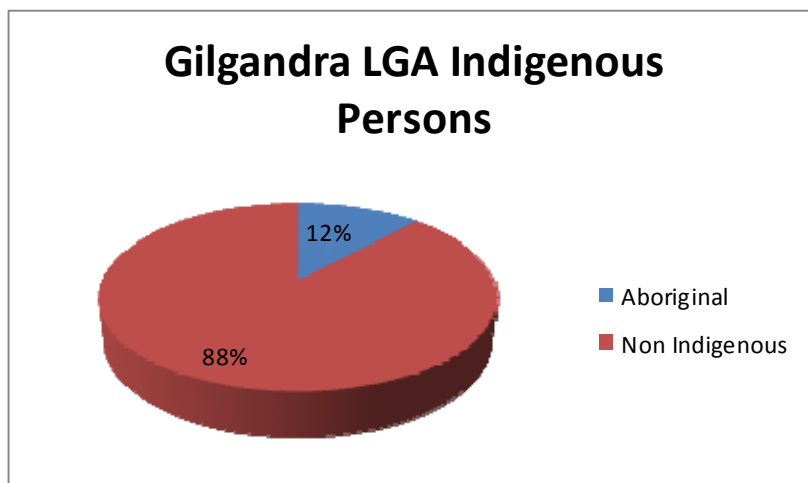
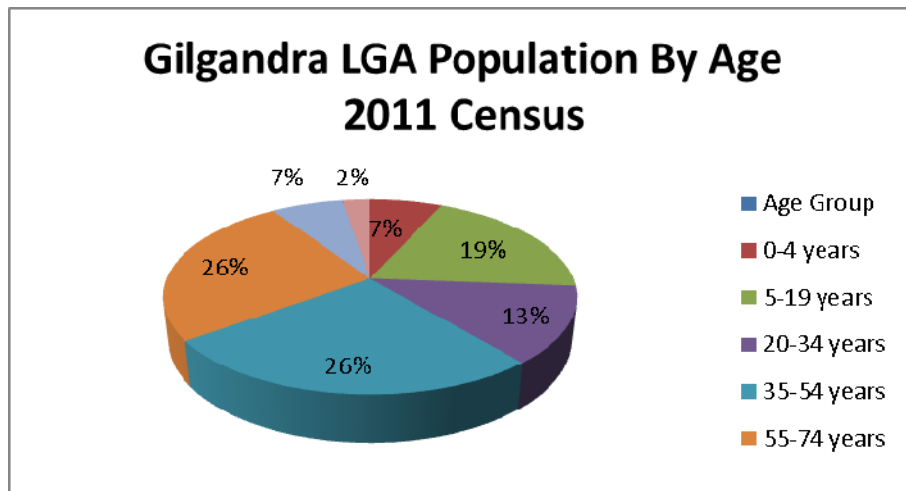
Agriculture including cereal cropping, wool production, sheep and cattle is a large contributor to the Gilgandra economy. In recent years, health and aged care have developed as large employers in the community and form an important part of a diversifying economy. For a community its size, Gilgandra is well serviced with medical, retail, accommodation, professional and financial services. The community and Council have invested heavily in medical infrastructure to ensure the community has access to essential medical and allied health services.

Gilgandra Shire, like so many other rural communities has seen significant challenges as result of an extended period of drought followed by two flood events. The decline of employment numbers in agriculture has made the need to diversify the economy even more of an essential action for the community.

Gilgandra LGA Demographics

- Total Population - 4355
- Median age - 44 year
- Total Dwellings – 1750
- Average household size – 2.4 persons
- 89.70% of the population was born in Australia
- 92.6% of people speak only English
- Gilgandra LGA scores 928.1 on the SEIFA index of disadvantage

Age Profile



Gilgandra LGA Top 10 - Employment By Industry Sector

Objectives of the Long Term Financial Plan

This LTFP covers the 10 year planning period from 2013/14 to 2022/23.

The overall objective of the LTFP is to express in financial terms the activities Gilgandra Shire Council proposes to undertake over the short, medium and long term, provide a sound basis for strategic decision making, and guide the future strategies and actions of Council to ensure that it continues to operate in a manner that achieves financial sustainability.

Specific objectives of the plan are to:

- provide sound forecasts of financial performance and position for a range of planning scenarios that respond to the aspirations of the community
- achieve and maintain a sound and stable financial position over the long term
- identify strategies that support the sustainable provision of services and service levels identified by the community as expressed in the CSP and DP
- ensure that Council can meet its financial obligations as and when they fall due
- ensure that any loans raised to support the achievement of the community aspirations can be serviced over the term of the loans
- provide a clear and transparent picture of Council's long term financial situation to the community

Financial Sustainability

Financial sustainability is a key challenge facing Council and Local Government in general due to several contributing factors including:

- increased demand for services beyond those traditionally provided
- cost shifting from other levels of government
- ageing infrastructure and constraints on revenue growth
- rate pegging constraints and uncertainty over grant income
- increased maintenance due to an ageing infrastructure network
- cost increases in major inputs in excess of the Consumer Price Index (CPI)

The financial modelling underpinning this LTFP confirms that if Council is to maintain current service levels, ensure existing assets are maintained and renewed as required and the demand for new facilities is met, it is not financially sustainable in the long term given its current level of resourcing.

The financial challenges identified have emerged over a number of years and can be attributed to:

- cost shifting from other levels of Government, with local government being forced to take on increased responsibilities without being provided appropriate funding to meet these additional responsibilities.

- significant increases in excess of inflation in a number of major expenditure items such as electricity, insurance and superannuation which have generally not been offset by rate pegging increases.
- the impact of demand for additional facilities and services identified through the development of the CSP.
- an identified shortfall in infrastructure renewals expenditure required to maintain infrastructure assets in a satisfactory condition.
- a backlog of transport infrastructure works as identified in Council's Asset Management Plans.

Cost Shifting

Cost shifting describes the situation where the responsibility for, or the cost of, providing a certain service, concession, facility or regulatory function is 'shifted' from a higher level of Government without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility.

There have been a number of enquiries into, and surveys of cost shifting over the years with the latest Local Government and Shires Association survey for 2011/12 confirming that cost shifting continues to place significant burden on Council's financial situation. That survey estimates that cost shifting amounts to around 6% of Local Government's total operating income. This ratio is consistent with ratios established for previous years.

Contributions to the NSW Fire Brigade, Rural Fire Service and State Emergency services, lack of adequate funding for public libraries, the NSW Government's failure to reimburse mandatory pensioner rebates, the cost of regulation of companion animals, flood mitigation works and administration of environmental regulations are all examples of cost shifting that impact on Council's financial performance and place additional pressure on its financial sustainability.

Cost Increases

Council has experienced cost increases well in excess of inflation for a number of major expenditure items over the past few years, a trend that is expected to continue at least for the next few years. For example over the period 2008 to 2012 utilities costs have increased by 61%, insurance costs 16% and superannuation expense 64%. Over the same 4 year period inflation was 11.5% while increases in rates resulting from rate pegging increases totalled 14.4%.

It is estimated that these increases have added an additional \$563,000 per annum to Council's operating costs when compared to what they would have been had they only increased by inflation. Increases in rate revenue resulting from rate pegging increases in excess of inflation, over the same period, are estimated to be only \$142,000 per annum resulting in a reduction in Council's operating result of \$421,000 per annum.

As a consequence Council's expenditure base has increased at a significantly higher rate than its revenue base. This has resulted in Council's revenue base being insufficient to fund the current levels of service.

Infrastructure Renewals and Backlog

The issue of financial sustainability of local government has been identified as a major issue in a number of State based and National inquiries and studies into the issue over many years. Each has identified a shortfall in infrastructure renewal expenditure and a substantial backlog in infrastructure spending as the major issue facing the industry, primarily due to limited funding opportunities available, coupled with the diverse and increasing demand on Council's resources.

Council has developed asset management plans and indications are that current levels of maintenance and renewals of particularly transport assets fall short of that required to maintain the assets in a satisfactory condition while continuing to extend their useful lives. The asset management plans quantify the level of spending required to maintain existing infrastructure assets and address any infrastructure backlog.

This infrastructure challenge places further pressure on Council's ability to remain financially sustainable in the long term. If left unaddressed, Council's infrastructure assets will continue to deteriorate at an increasing rate. This will ultimately result in assets failing, the withdrawal of facilities and services, increased maintenance costs as well as increased exposure to risk.

Further detail in relation to this issue, including its impacts and associated risks if not addressed are contained in Council's Asset Management Plans.

Planning Assumptions

The LTFP is based on a number of planning assumptions. These assumptions were used to model and formulate the plan and test a range of scenarios, a process which ultimately formed the basis of the LTFP.

The key planning assumptions considered in the development of the LTFP are detailed below. All amounts are shown in real values (2013/14 dollars)

Inflation Consumer Price Index (CPI)

Forecast CPI at a rate of 3% per annum over the 10 year period is utilised as the inflator for all items of operating revenue and expenditure except for the following items in Council's financial modelling:

- Employee Costs
- Rate Pegging
- Investment Returns
- Election expenses
- Borrowing Costs
- Rural Roads
- Aerodrome Income
- Land Sales
- General Rates
- Water Charges
- Sewer Charges
- Domestic Waste Charges
- Stormwater Charges
- Grants
- Capital Works

Employee Costs

Employee costs consist of salaries and wages, employee leave entitlements, Council's contribution to superannuation schemes, workers compensation insurance, fringe benefits tax and employee training costs.

Salaries and wages make up the majority of employee cost and combined with employee leave entitlements represent 89% of this expenditure item.

The base year (2013/14) employee costs are calculated utilising a zero based budgeting approach, calculating the employee cost for each position in the budgeted staff establishment based on actual rates of pay inflated for known increases in pay rates. The projections include employee on-costs for each employee as well as an allowance for overtime and the impact of vacant positions during the year.

The latest local Government (State) Award 2010 sets an increase in salary and wages rates of 3.25% that applies from 1 July 2014. In subsequent years, salary and wage rates have been assumed to increase in line with forecast CPI of 3%.

From 2013/14, a reduction of one staff member (\$70,000) has been included within the Corporate Support area.

As part of its financial strategy, Council sets aside a reserve to enable any 'spikes' in employee leave entitlements, particularly resulting from the retirement or resignation of long serving employees, to be funded. The reserve currently represents 10% of total employee entitlement provisions and is forecast to increase to 20% by the end of the 10 year planning period.

Rate Pegging

On 4 June 2010 the NSW Government announced a number of new functions for the Independent Pricing and Regulatory Tribunal (IPART) relating to Local Government.

The new functions include IPART determining the peg for Councils general (rate) income, and reviewing Council's applications for special variations and minimum rate increases under the Local Government Act 1993. Part of this new framework includes IPART establishing a Local Government Cost Index (LGCI), which will be used in the setting of the maximum allowable increase in general revenue.

The rate peg announced by IPART for 2013/14 is 3.4%. A forecast rate peg limit of 3.0% has been used for 2014/15 to 2022/23.

Investment Returns

Forecast returns on Council's investment portfolio are based on the forecast 90 day bank bill rates, plus a small margin to reflect strategic investments in longer term investment products where appropriate. The source for the forecast 90 day bank bill rates is the 4 major Australian banks.

Forecast investment returns have been averaged at 5.50% per year over the life of the plan.

Election Expenses

Forecast to cover the cost of Local Government elections in 2016/17 and 2020/21

Borrowing Costs

Forecast borrowing (interest) costs are based on the forecast 10 year bank swap rate plus a loan margin sourced from the 4 major Australian banks.

Borrowing costs are forecast to average 8.0% for the 10 year term. However, allowance has been made for a 4% interest subsidy under the NSW State Government Local Infrastructure Renewal Scheme on a \$1.2m loan over 10 years to fund the construction of the Terrabile Creek Bridge commencing 2013/14 and a 3% interest subsidy on a \$300 k loan over 10 years to fund additional water and sewer infrastructure.

It has been assumed that future loans will be for a 10 to 15 year term for infrastructure projects and a 5 year term for land development projects and interest rates will be fixed. The basis of forecast interest rates is detailed in the planning assumptions. However, the recently introduced NSW Government Local Infrastructure Renewal Scheme interest rate subsidy offers are for a maximum 10 year loan period.

Rural Roads

Council has established a Road Hierarchy Plan which will be implemented in 2013/14. While developing this plan and associated road maintenance requirements Council has identified that the 2013/14 required expenditure on Rural Road to achieve acceptable road condition ratings is \$2.1m. However given financial restraints Council has resolved to increase the Rural Roads maintenance budget to \$1.5m in line with CPI. Council is committed to taking steps to increase this budget to the required level over its term.

Aerodrome Income

Forecast to increase by \$5k in 2013/14 and then again in 2017/18.

Land Sales

Forecast revenue and expenditure according to projected completion dates of industrial and residential subdivisions and likely demand on a yearly basis throughout the plan.

General Rates

Council currently has 5 general rating categories, being Farmland, Residential Gilgandra, Business Gilgandra, Residential Other and Business Other. Council proposes to continue with its current rating structure of an ad valorem subject to a minimum rate.

Future ordinary rate income will be impacted by rate pegging and any proposed special variation to general rate income.

In preparing this LTFP Council modelled a number of scenarios to identify strategies to address the significant financial challenges facing Council. Two of these scenarios are included in this plan. Scenario 2 works towards financial sustainability in the longer term and includes, as part of an overall strategy, a proposed increase in ordinary rates in excess of rate pegging.

Water Supply Charges

Council utilises a two part charging structure for the supply of water to Gilgandra and Tooraweenah, being an access charge according to the size of the water service and a usage charge per kilolitre of water used.

Council uses Best Practice Pricing as directed by the State Government and it is proposed to continue with a two part charging structure under Best Practice Pricing guidelines.

Water supply charging has been forecast to increase by 3% in 2013/14 and 3.5% per annum for the remainder of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

Sewer Charges

Council utilises a three part charging structure based around an access charge according to the size of the water service, usage charges based on water usage and trade waste charges based on water usage.

Council uses Best Practice Pricing as directed by the State Government and, it is proposed to continue with a three part charging structure under Best Practice Pricing guidelines.

Sewer services charging has been forecast to increase by 6% per annum for access charges and 10% per annum for usage charges for the life of the plan in accordance with Best Practice Pricing and the 30 year operating and capital replacement plan.

Domestic Waste Management Charges

Council's domestic waste management service comprise of a weekly collection of 240 litre garbage bin collection and a fortnightly collection of recycling materials.

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services.

The average annual increase in Domestic Waste Management Charges over the 10 year period of the plan is 3%.

Stormwater Charges

Council introduced this charge in 2007/2008. Funds generated from this charge will continue to fund stormwater backlog works and improve the management of urban stormwater in the local government area.

The charge is set by clause 125AA of the Local Government (General) Regulation 2005 and Council has no scope to increase the charge in line with inflation or any other cost increases. It is assumed the charge will remain in place over 10 year planning horizon.

These charges are currently \$25 per assessment within the Gilgandra urban area and are assumed to remain the same throughout the life of the plan.

Grants

In reviewing grants and contributions it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan with the exception of the Local Infrastructure Renewal Scheme interest rate subsidy referred to earlier in this plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will need to be offset by a corresponding reduction in expenditure.

Capital Works

Council has determined a capital expenditure program that is based on the outcomes of the CSP, asset lifecycle modelling, input from Councillors during financial modelling workshops and the community survey and discussions held in 2011/12 and 2012/13.

- The capital expenditure program adopted by Council totals \$39.7 million over the ten year period of the plan. This includes \$36.8 million renewal works. All amounts are shown in real values (2013/14 dollars).

Capital Works Program 2013/14 to 2022/23

Description	Year	Total 10 Year Cost	Renewals	Upgrades/New
Bushfire Issues – Non Cash	From 2013/14	\$ 917,110	\$800,000	\$117,110
Plant Fleet	From 2013/14	\$7,873,500	\$7,479,825	\$393,675
Library Resources	From 2013/14	\$ 111,051	\$111,051	
Warren Road Medical Centre	2013/14	\$ 135,000	\$135,000	
Office Furniture and Equipment	From 2013/14	\$ 24,500	\$24,500	
Offices and Chambers	From 2013/14	\$ 65,000	\$65,000	
Miller Street CBD Master Plan	2016/17	\$ 300,000	\$100,000	\$200,000
Gilgandra Waste Facility Upgrade	From 2014/15	\$ 400,000	\$200,000	\$200,000
Villages Waste Facilities Upgrade	From 2016/17	\$ 175,000	\$100,000	\$75,000
Shire Hall	From 2013/14	\$ 50,000	\$50,000	
IT Purchases	From 2013/14	\$ 610,000	\$610,000	
Cooee March Centenary 2015	2015/16	\$ 10,000		\$10,000
Gilgandra Youth and Citizens Club	2016/17	\$ 100,000		\$100,000
Aero Park Residential Subdivision	From 2013/14	\$ 610,000		\$610,000
Gilgandra Industrial Precinct	From 2013/14	\$ 650,000		\$650,000
McGrane Oval Lighting	2022/23	\$ 150,000	\$150,000	
McGrane Oval Canteen	2015/16	\$ 70,000	\$70,000	
Parks Playground Equipment	2016/17	\$ 50,000	\$50,000	

Terrabile Creek Bridge	2013/14	\$1,200,000	\$1,000,000	\$200,000
Gumin Bridge	2022/23	\$ 845,000	\$845,000	
Webb's Crossing Bridge	2017/18	\$ 660,000	\$660,000	
Lucas Bridge	2019/20	\$ 200,000	\$200,000	
Works Depot	2016/17	\$ 100,000	\$100,000	
Disabled Access Gilgandra Pool	2013/14	\$ 15,000		\$15,000
Gilgandra Swimming Pool	2019/20	\$ 200,000	\$200,000	
Stormwater and Kerb and Gutter	From 2013/14	\$ 620,000	\$620,000	
Columbarium Gilgandra Cemetery	2013/14	\$ 10,000		\$10,000
Noonan Park Irrigation System	2013/14	\$ 12,000		\$12,000
Footpaths and Walk Ways	From 2013/14	\$ 500,000	\$400,000	\$100,000
Gilgandra Aerodrome Resheeting	2013/14	\$ 55,000	\$55,000	
General Building Renewals	From 2013/14	\$1,873,000	\$1,873,000	
General Swimming Pool Renewals	From 2013/14	\$121,500	\$121,500	
General Parks Gardens and Sporting Ground Renewals	From 2013/14	\$814,000	\$814,000	
General Transport Renewals	From 2013/14	\$4,812,000	\$4,812,000	
Roads to Recovery	From 2013/14	\$6,551,000	\$6,551,000	
Water Supply	From 2013/14	\$3,215,000	\$3,215,000	
Sewerage	From 2013/14	\$1,765,000	\$1,765,000	

Orana Lifestyle Directions	From 2013/14	\$1,212,153	\$1,000,000	\$212,153
Carlinda Enterprises	From 2013/14	\$ 171,958	\$171,958	
Cooee Self Care Villa Units	From 2013/14	\$1,077,605	\$1,077,605	
Cooee Lodge Aged Care Hostel	From 2013/14	\$1,044,658	\$1,044,658	
Jack Towney Aged Care Hostel	From 2013/14	\$ 336,156	\$336,156	

Bushfire Issues

Offset by non cash capital grants.

Plant Fleet

Replacements in line with Councils 10 year plant replacement program.

Library Resources

Library resource purchases required to meet community demands.

Warren Road Medical centre

Renovations required to renew these premises and rationalise available space for delivery of medical services within the buildings existing envelope.

Office Furniture and Equipment

Small budget to continually renew administration offices furniture and equipment as required.

Offices and Chambers

Small budget to continually renew administration offices and Council Chambers buildings as required

Miller Street Master Plan

Completion of next stage of proposed main street upgrade. Development of Bridge Street to include increased parking provisions, improved traffic control and development of upgraded access and parking provisions at the rear of the shops on the eastern side of the Miller Street CBD.

Gilgandra Waste Facility Upgrade

Establish and excavate new landfill site

Villages Waste Facilities Upgrades

Explore development of waste transfer stations at Armatree and Tooraweenah.

Gilgandra Shire Hall

As per the determined priorities of Council's Shire Hall Committee in response to user requests.

IT Purchases

Ongoing renewal expenditure to ensure Councils communication and technology infrastructure meets its business requirements.

Cooee March Centenary 2015 (Re-enactment)

Council contribution towards Cooee March related functions in 2015 to commemorate the centenary of the March leaving Gilgandra.

Gilgandra Youth Club Facilities and Plan

Continue with staged planning, design and development to ensure the facilities at the Gilgandra Youth Club meet the needs of the local Community in its various functions including upgrade of indoor/outdoor sports facilities.

Aero Park Residential Subdivision Development (Marshall Street)

Development of Stage 1 Farrar Street blocks and relocation of Aero Club as part of subdivision of up to 50 various sized residential lots over next 10 to 15 years in stages as demand warrants.

Gilgandra Industrial Precinct (Hargraves Lane)

Development of fully serviced industrial blocks in stages as demand warrants over next 10 years to encourage new industries into Gilgandra.

McGrane Oval Lighting

Renewal of existing lighting at McGrane oval to restore effectiveness and achieve lighting efficiency savings

McGrane Oval Canteen

Renewal of existing Senior League canteen at McGrane Oval due to the age and general inadequacy of this facility

Parks, Playground and Exercise Equipment

Continued replacement and upgrade of equipment in Parks and Reserves throughout the next 10 years to meet Health and Safety requirements and Community demands.

Terrabile Bridge (Located on National Park Road over Terrabile Creek)

Replacement of existing structure in very poor condition with a two lane concrete bridge at the existing level on the same site.

Gumin Bridge (Located on National Park Road)

Replacement of existing structure in very poor condition with an alternative structure to suit traffic movement's at the same site.

Webb's Crossing (Located on Regional Road 205)

Replacement of existing structure in very poor condition with an alternative structure to suit traffic movements at the same site.

Lucas Bridge (Breelong Balladoran Road)

Replace existing decking and pylons on existing structure with a view to extending its useful life.

Council's Works Depot

Renovate the existing store and warehouse and mechanical workshop provisions which are all in a state of poor repair and also some improvements to antiquated staff amenities. These works carried out on a staged basis.

Gilgandra Swimming Pool Disabled Access

Provide a disabled access to Gilgandra Swimming pool that meets Australian Standards

Gilgandra Swimming Pool

Renewal works to pool facility with a view to extending its useful life including modernisation of filtration and pump equipment.

Stormwater and Kerb and Gutter

Progressive renewal of these ageing infrastructures throughout Gilgandra.

Columbarium Gilgandra Cemetery

Construction of a new columbarium for the interment of ashes at Gilgandra Cemetery

Noonan Park Irrigation System

New underground watering system to better utilise water and improve the amenity at this Park.

Footpaths and Walkways

Renew existing footpaths as required in line with Council's Pedestrian Access Mobility Plan (PAMP) and extend the Windmill Walk in line with this plan

Gilgandra Aerodrome Resheeting

Renew the surface of Gilgandra Aerodrome to ensure its standard is maintained into the future both for regular users including the RAAF and emergency health services when required.

General Building Renewals

Percentage of annual maintenance expenditure (35%) identified as renewal works that extends the useful life of building assets.

General Swimming Pool Renewals

Percentage of annual maintenance expenditure (40%) identified as renewal works that extends the useful life of swimming pool assets.

General Parks Gardens and Sporting Ground Renewals

Percentage of annual maintenance expenditure (40%) identified as renewal works that extends the useful life of parks gardens and sporting grounds assets.

General Transport Renewals

Percentage of maintenance expenditure (20%) identified as renewal works that extends the useful life of transport assets.

Roads to Recovery

Federal Government funded roads renewal program designed to deliver additional renewal works to Councils transport network on an ongoing basis.

Water Supply

Asset Renewal in line with Councils Water Supply Infrastructure 30 year plan.

Sewerage Services

Asset Renewal in line with Councils Water Supply Infrastructure 30 year plan.

Orana Lifestyle Directions

New purpose built housing to replace existing houses in Gilgandra that do not satisfactorily meet client's needs and renew existing housing assets in order to maintain them at acceptable standards and extend their useful lives.

Carlginda Enterprises

Renew existing recycling plant and equipment to extend its useful life and ensure facilities are maintained to an acceptable standard to meet the needs of supported employees.

Cooee Self Care Villa Units

Renew existing building assets in order to maintain them at acceptable standards and extend their useful lives.

Cooee Lodge Aged Care Hostel

Renewal of existing hostel assets in order to maintain at an acceptable standard and extend their useful life.

Jack Towney Aged Care Hostel

Renewal of existing hostel assets in order to maintain at an acceptable standard and extend their useful life.

Key Financial Indicators

Council will monitor its performance against the LTFP and its annual budgets on an ongoing basis. To facilitate this process, 7 key financial indicators (KFIs) will be monitored to benchmark Council's performance and assess its long-term financial sustainability. The KFIs are:

Unrestricted Current Ratio

The purpose of the Unrestricted Current Ratio is to assess the adequacy of working capital and its ability to satisfy financial obligations in the short term for the unrestricted activities of Council.

A ratio of 1:1 indicates that for every dollar in unrestricted current liabilities, the Council has a dollar in unrestricted assets on hand to meet those liabilities. Generally a ratio less than 1:1 is considered unsatisfactory and may indicate Council could face difficulties in meeting its short term commitments.

Council's target minimum unrestricted current ratio is 2:1.

Debt Service Ratio

The debt service ratio is a measure of the degree to which revenues are committed to servicing debt. The purpose of the ratio is to assess the impact of loan principal and interest repayments on the discretionary revenue of the Council.

Council's long term target is to maintain a ratio of less than 5% in line with its Loan Repayment Level Policy.

Rates & Annual Charges Coverage Ratio

The rates and annual charges coverage ratio is a measure of the degree of dependence upon revenues from rates and annual charges and to assess the security of Council's income.

A high ratio indicates a greater reliance on rate and annual charges revenue and that annual revenue should generally be more secure and subject to less volatility. The downside of a high ratio is that Council may not be accessing all potential sources of funds available to it to deliver services.

A low ratio indicates a greater reliance on sources of revenue outside of rate and annual charges revenue and that annual revenue will generally be less secure and subject to more volatility.

Council's 2011/12 ratio was 17.5% which is very low and reflects a high level of reliance on particularly grant funding from other levels of government.

This ratio is distorted to some extent by Councils significant involvement in Aged Care and Disability Services which are funded to a large extent by way of government grants.

Council's long term target is to increase this percentage to 20% or better.

Rates and Annual Charges Outstanding Ratio

The rates and annual charges outstanding percentage is a measure of the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The industry average for local government is 10%. Council targets a ratio of 5% or below.

Building and Infrastructure Renewals Ratio

This ratio is an indication of the ratio of asset renewal to the annual depreciation of buildings and infrastructure. The ratio can be used to assess whether Council is renewing or replacing its infrastructure assets and the same rate that it is consuming those assets.

Over the long term if Council doesn't renew or replace its infrastructure assets at the same rate it consumes those assets, Council's infrastructure will deteriorate and may fall into an unsatisfactory condition. This would result in increased maintenance costs and ultimately failing assets and reductions in service levels.

Council targets a ratio of 100% over the long term, however recognises in its financial modelling, that this is not achievable within the life of the plan.

Surplus before Capital Grants & Contributions

If Council is to generate enough funds to maintain its assets in a satisfactory condition and repay loans as they fall due, it would need to generate a surplus before capital grants and contributions on an ongoing basis over the long term.

During the life of this plan modelling reflects that surplus' are unattainable. Significant increases in revenues or decreases in expenditure would need to occur in order to achieve surplus results.

Sensitivity Analysis

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at 'what if' scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast; growth is half that forecast, or investment returns are 1% less than forecast in plan.

All sensitivity analysis was undertaken utilising scenario 1 and the impacts were assessed by reference to the changes in the Key Financial Indicator – Unrestricted Cash and Investment Balance at the end of the 10 year planning horizon.

The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

Inflation

The impact of a 1% increase in inflation each year, including CPI and salary and wages inflation, was modelled and resulted in a \$2 m reduction in the unrestricted cash and investment balance or \$1.5 m (assuming the increase will increase other charges and revenues but with no flow on effect of increased inflation to the rate pegging increase).

Rate Pegging

The impact of a 1% reduction in rate pegging each year was modelled assuming that any special variation would also be reduced by 1%. The analysis indicated that the unrestricted cash and investment balance would be reduced by \$1.9 m at the end of 10 years.

Investment Returns

The impact of a reduction in investment returns of 1% was modelled and the analysis indicated that the unrestricted cash and investment balance would be reduced by \$250,000 at the end of 10 year.

Loan Interest Rates

The impact of a 1% increase in loan interest rates was modelled which indicated that unrestricted cash and investments would reduce by \$300,000.

Workers Compensation Insurance

Council has a focus on minimising the risk of incidents in the workplace which may lead to workers compensation claims. However, incidents do occur and the nature and impact of claims is difficult to predict. This can lead to significant fluctuations in premium payments from year to year.

Productivity Improvements

As previously indicated the financial projections are based on continuing to secure productivity improvements that will defray the impact of unexpected increases in operating expenditures.

Council has commenced a process to review all services in terms of cost effectiveness and it is anticipated that this review will continue throughout the current term of Council.

Financial Strategies Underpinning the LTFP

This LTFP identifies possible strategies to address the financial challenges identified and ensure Council is financially sustainable into the future. The key strategies underpinning the LTFP are:

- achieving balanced cash budgets
- maintaining a sound financial position
- maintaining a positive unrestricted cash and investment balance
- maintaining service levels at sustainable level
- progressively increasing funding for asset maintenance and renewal
- maintaining a fair and equitable rating structure

Without the implementation of appropriate financial strategies, Council is clearly not financially sustainable in the long term and as a result, the community aspirations identified and articulated in the CSP will not be able to be achieved.

The financial challenges faced by Council, as measured in the scenarios below, will require an innovative multi-faceted financial strategy if Council is to continue to deliver the level of services currently provided and satisfy the demand for additional facilities and existing asset renewals.

For each of the scenarios outlined below, a proposed strategy has been developed incorporating the following components to deliver financial sustainability in the long term.

Identifying Budget Expenditure Reductions

In response to the financial challenges highlighted in this LTFP each department within Council will undertake an ongoing annual review of its current activities and service levels to identify possible opportunities to reduce budget expenditures without significant reductions in service levels.

Productivity Improvements & Initiatives

The continued pursuit of productivity improvements over the period of the plan is a critical component of the strategy developed to deliver financial sustainability. As previously indicated, Gilgandra Shire Council is committed to a process of continuous improvement and organisational development and this process will continue to deliver productivity improvements that will contribute to addressing unexpected funding gaps that may occur.

Asset Rationalisation

As part of the development of the LTFP, Council undertook a review of its property holdings to identify underutilised assets, or assets that were not contributing to the achievement of the strategic goals articulated in the CSP. Divesting of these assets will provide an opportunity to re-direct funds tied up in those assets to facilities that more closely align to the objectives outlined in the CSP and ultimately contribute to achieving Council's Vision.

Loan Funding

The financial strategies developed to deliver financial sustainability include the utilisation of a number of funding sources to fund new capital works. The funding sources include a combination of rates revenue, reserves, grants, other third party contributions and proceeds from the asset rationalisation.

In addition to the above sources of funds, the use of loan funds is proposed to fund, or part fund, long lived infrastructure assets where it can be displayed that the loans can be serviced over the period of the loan and that Council's targeted maximum debt service ratio is not exceeded.

The use of loans spreads the financing cost of an asset over a long period of time and provides an alternative to a larger increase in rates in the short to medium term to meet the demand for additional facilities and other required capital works.

Long lived assets are utilised by current users as well as future users. The use of loans enables the cost of long lived assets to be shared between current and future users and therefore supports the concept of intergenerational equity.

The Division of Local Government of the Department of Premier and Cabinet (DLG) has set a benchmark debt service ratio of between 0 and 20%. Recognising the risk associated with high levels of debt, particularly in economically uncertain times, Council has set a target maximum debt service ratio of 5% in its Loan Repayment Level Policy and projections for the period of this LTFP are below this limit.

Special Variation in Rates

While each of the above components of a proposed financial strategy make a contribution to addressing the identified funding gap, the strategy identified that will make the most significant contribution towards achieving financial sustainability, is an increase in Council's revenue base via a special variation to general rates income.

Modelling indicates that if Council is to address the financial challenges it would need, as part of an overall strategy, to increase the general rates base significantly. Given the

quantum of increase in rates identified as being required it is proposed that any special variation in rates be phased in to lessen the burden on rate payers in any one year.

IPART Determination – Council Application for a Special Rate Variation 2012/13 to 2018/19

Council lodged an application with IPART for a special variation to general rates in line with this plan in February 2012. IPART determined to allow Council a special variation of 3.2% above rate pegging as requested for the 2012/13 rating year. IPART determined not to allow a special variation beyond 2012/13. In summing up, IPART indicated the main two reasons behind their decision for a one year increase only were the lack of community support and the incomplete nature of Council's integrated planning and reporting requirements.

Council had the opportunity to apply for a further special rate variation for 2013/14 however determined that any additional application be delayed until the 2014/15 rating year to allow additional information to be collated and assessed on the current condition of Councils infrastructure assets and the associated levels of service.

Special Rate Variation Application to IPART 2014/15 – 2016/17

Council has made the decision to apply to IPART for an increase to general rates of 7% above rate pegging (estimated at 3%) each year for the next three years. This application aligns with the remaining three years of this Councils term of office.

Based on an estimated rate peg of 3% per annum this equates to a total increase in general rates of 10% per annum for the next three years 2014/15-2016/17. This increase will be a permanent addition to Councils rate base. It will allow Council to address long term financial sustainability issues and in particular the need for increased maintenance and renewal of our local rural road network.

Council will make application to IPART who review the submission against the following criteria

- Need for the variation
- Community awareness and engagement
- Impact on ratepayers
- Assumptions in delivery program and long term financial plan
- Productivity improvements and cost containments

Information regarding the process is available on IPARTS web site at www.ipart.nsw.gov.au

This LTFP includes two associated financial scenarios – one with an increase of general rates in line with rate pegging and one with general rates increased in line with the Special Variation application.

Financial Modelling Scenarios

In preparing this LTFP, two scenarios have been modelled to inform the community of the financial implications of the outcomes and strategies outlined in the Community Strategic Plan and associated actions detailed in Councils Delivery Program.

The two scenarios are:

Scenario 1- Key Elements

- Operations/services delivered at current level across the board
- Capital Works Program of \$39.7m including \$36.8m asset renewals
- External Revenue Sources maintained at current levels
- Borrowings sourced for capital projects with intergenerational benefits within Councils debt service ratio policy
- General Rate Revenue increased in line with rate pegging over life of plan.
- Water Charges increased by 3% for 2013/14 and 3.5% per annum for remainder of plan.
- Sewer Access Charges increased by 6% per annum and Sewer Usage Charges increased by 10% per annum over the life of the plan.
- All amounts are shown in real values (2013/14 dollars)

Forecasts

General Fund

- Cash Position reduced by \$1.6m
- Asset Renewals \$28m
- Depreciation \$43m
- Building and Infrastructure Asset Renewals \$17.4m
- Building and Infrastructure Depreciation \$29.3m
- Infrastructure Renewal Ratio 59%

Water Fund

- Cash Position reduced by \$900k
- Building/Infrastructure Renewals \$3.2m
- Depreciation \$3.2m
- Infrastructure Renewal Ratio above 100%

Sewer Fund

- Cash Position increased by \$600k
- Building/Infrastructure Renewals \$1.8m
- Depreciation \$3.6m
- Infrastructure Renewal Ratio 45%
- Ability to increase renewals by \$600k to \$2.4m and ratio to 66%

Orana Lifestyle Directions

- Cash Position increased by \$200k
- Building/Infrastructure Renewals \$1m
- Depreciation \$880k
- Infrastructure Renewal Ratio above 100%

Carlinda Enterprises

- Cash Position reduced by \$200k
- Building/Infrastructure Renewals \$170k
- Depreciation \$175k
- Nil Buildings/Infrastructure

Cooee Lodge

- Cash Position reduced by \$100k
- Building/Infrastructure Renewals \$1m
- Depreciation \$802k
- Infrastructure Renewal Ratio above 100%
-

Jack Towney Aged Care Hostel

- Cash Position increased by \$1.1m
- Building/Infrastructure Renewals \$300k
- Depreciation Nil

Scenario 2-Key Elements

- General Fund operations/services reduced by 1% in 2014/15 a further 1% in 2015/16 and a further 1% in 2016/17 (progressively reduce cost of operations/services by 3% over this term of Council) and maintain these savings over life of this plan

- Rural Roads maintenance increased by \$200k plus CPI in 2014/15 a further \$200k plus CPI in 2015/16 and a further \$200k plus CPI in 2016/17 (progressively increase the Rural Roads maintenance budget by \$600k plus CPI over this term of Council) and maintain this increase over the life of this plan
- Capital Works Program of \$39.7m including \$36.8m asset renewals
- Borrowings sourced for Capital Projects with intergenerational benefits within Council's debt service ratio policy
- General Rate Revenue increased by 7% above rate pegging (forecast at 3% per annum) for a three year period from 2014/15 to 2016/17 (this term of Council) and by rate pegging thereafter.
- Water Charges increased by 3% for 2013/14 and 3.5% per annum for remainder of plan.
- Sewer Access Charges increased by 6% per annum and Sewer Usage Charges increased by 10% per annum over the life of the plan.
- All amounts are shown in real values (2013/14 dollars)

Forecasts

General Fund

- Cash position increased / ability to increase asset renewals \$3m
- Asset Renewals \$28m
- Depreciation \$43m
- Building/Infrastructure Renewals \$17.4m
- Building/Infrastructure Depreciation \$29.3m
- Infrastructure Renewal Ratio 70%
- Operational/Service Delivery Savings \$2.9m

Other Funds

As for Scenario 1

Appendix 1

Financial Modelling Outputs

For each of the scenarios S1 and S2 the following financial modelling outputs are provided:

- **Key Financial Indicators and Supporting Financial Strategies**
- **Projected Income & Expenditure Statement**
- **Projected Cash Flow Statement**
- **Projected Balance Sheet**

ALL COUNCIL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	4,508,823	4,654,138	4,804,427	4,959,872	5,120,668	5,287,014	5,459,119	5,637,200	5,821,484	6,012,206
User Charges & Fees	5,461,008	5,664,299	5,862,473	6,069,817	6,295,166	6,521,989	6,759,430	7,008,185	7,269,005	7,542,706
Interest & Investment Revenue	353,485	368,707	383,558	398,310	405,899	434,836	462,131	494,795	522,839	536,274
Other Revenues	855,416	875,968	897,026	918,598	940,694	963,321	986,488	1,010,201	1,034,469	1,059,300
Grants & Contributions provided for Operating Purposes	10,113,059	10,496,025	10,807,727	11,132,459	11,466,960	11,811,527	12,166,462	12,532,079	12,908,699	13,296,656
Grants & Contributions provided for Capital Purposes	80,000	82,400	254,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	21,371,790	22,141,537	23,010,083	23,566,474	24,319,428	25,111,428	25,929,154	26,780,849	27,657,837	28,551,524
Expenses from Continuing Operations										
Employee Costs	10,819,509	11,104,676	11,438,323	11,789,018	12,150,962	12,544,563	12,910,251	13,330,474	13,719,706	14,166,440
Borrowing Costs	177,846	185,405	151,325	196,803	218,026	214,218	202,522	177,737	151,219	189,360
Materials & Contracts	5,361,784	5,566,611	5,725,513	5,922,710	6,159,517	6,344,653	6,564,698	6,841,362	7,045,791	7,301,180
Depreciation & Amortisation	4,651,299	4,783,922	4,920,454	5,061,013	5,205,717	5,354,692	5,508,064	5,665,964	5,828,528	5,995,895
Other Expenses	1,834,399	1,897,622	1,963,381	2,059,235	2,104,149	2,179,316	2,257,942	2,370,251	2,426,487	2,516,912
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	22,844,836	23,538,236	24,198,996	25,028,779	25,838,371	26,637,442	27,443,476	28,385,789	29,171,731	30,169,787
NET OPERATING RESULT FOR THE YEAR	-1,473,046	-1,396,699	-1,188,914	-1,462,306	-1,518,944	-1,526,013	-1,514,323	-1,604,940	-1,513,894	-1,618,263
Net Operating Result before capital grants & contributions	-1,553,046	-1,479,099	-1,443,786	-1,549,724	-1,608,984	-1,618,755	-1,609,847	-1,703,330	-1,615,235	-1,722,645

ALL COUNCIL
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	11,107,895	11,039,494	11,633,429	11,647,383	13,285,510	13,071,471	13,785,302	14,911,955	15,852,949	15,835,038
Receivables	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003
Inventories	1,210,261	1,484,261	1,348,261	1,728,261	1,702,261	1,770,261	1,742,261	1,604,261	1,530,261	1,517,261
Total Current Assets	14,521,159	14,726,758	15,184,693	15,578,647	17,190,774	17,044,735	17,730,566	18,719,219	19,586,213	19,555,302
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041
Infrastructure, Property, Plant & Equipment	331,519,893	330,495,154	328,898,315	328,122,191	325,832,021	324,826,862	322,983,792	320,527,305	318,262,007	317,586,216
Total Non Current Assets	331,844,934	330,820,195	329,223,356	328,447,232	326,157,062	325,151,903	323,308,833	320,852,346	318,587,048	317,911,257
TOTAL ASSETS	346,366,093	345,546,953	344,408,050	344,025,879	343,347,836	342,196,638	341,039,398	339,571,564	338,173,260	337,466,559
LIABILITIES										
Current Liabilities										
Payables	11,861,201	12,361,201	12,861,201	13,361,201	13,861,201	14,361,201	14,861,201	15,361,201	15,861,201	16,361,201
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	522,441	449,990	419,865	319,100	375,184	342,917	362,894	384,410	433,438	212,615
Provisions	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030
Total Current Liabilities	14,945,672	15,373,221	15,843,096	16,242,331	16,798,415	17,266,148	17,786,125	18,307,641	18,856,669	19,135,846
Non Current Liabilities										
Borrowings	1,419,120	1,569,130	1,149,265	1,830,165	2,114,981	2,022,064	1,859,170	1,474,760	1,041,322	1,673,707
Provisions	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033
Total Non Current Liabilities	1,951,153	2,101,163	1,681,298	2,362,198	2,647,014	2,554,097	2,391,203	2,006,793	1,573,355	2,205,740
TOTAL LIABILITIES	16,896,825	17,474,384	17,524,394	18,604,529	19,445,429	19,820,245	20,177,328	20,314,434	20,430,024	21,341,586
NET ASSETS	329,469,268	328,072,569	326,883,656	325,421,350	323,902,407	322,376,393	320,862,070	319,257,130	317,743,236	316,124,973
EQUITY										
Retained Earnings	71,538,622	70,141,923	68,953,009	67,490,704	65,971,760	64,445,747	62,931,424	61,326,484	59,812,590	58,194,327
Revaluation Reserves	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646
TOTAL EQUITY	329,469,268	328,072,569	326,883,655	325,421,350	323,902,406	322,376,393	320,862,070	319,257,130	317,743,236	316,124,973

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	4,508,823	4,654,138	4,804,427	4,959,872	5,120,668	5,287,014	5,459,119	5,637,200	5,821,484	6,012,206
User Charges & Fees	5,461,008	5,664,299	5,862,473	6,069,817	6,295,166	6,521,989	6,759,430	7,008,185	7,269,005	7,542,706
Interest & Investment Revenue	353,485	368,707	383,558	398,310	405,899	434,836	462,131	494,795	522,839	536,274
Grants & Contributions	10,193,059	10,578,425	11,062,599	11,219,877	11,557,001	11,904,269	12,261,986	12,630,469	13,010,041	13,401,038
Other	855,416	875,968	897,026	918,598	940,694	963,321	986,488	1,010,201	1,034,469	1,059,300
Payments:										
Employee Costs	-10,819,509	-11,104,676	-11,438,323	-11,789,018	-12,150,962	-12,544,563	-12,910,251	-13,330,474	-13,719,706	-14,166,440
Materials & Contracts	-5,221,784	-5,840,611	-5,589,513	-6,302,710	-6,133,517	-6,412,653	-6,536,698	-6,703,362	-6,971,791	-7,288,180
Borrowing Costs	-177,846	-185,405	-151,325	-196,803	-218,026	-214,218	-202,522	-177,737	-151,219	-189,360
Other	-1,834,399	-1,897,622	-1,963,381	-2,059,235	-2,104,149	-2,179,316	-2,257,942	-2,370,251	-2,426,487	-2,516,912
Net Cash provided (or used in) Operating Activities	3,318,253	3,113,223	3,867,541	3,218,707	3,712,774	3,760,679	4,021,741	4,199,024	4,388,634	4,390,631
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	30,000	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	314,000	786,000	462,200	322,000	266,400	491,000	242,200	305,000	417,200	634,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-4,701,121	-4,545,183	-3,785,816	-4,606,889	-3,181,947	-4,840,533	-3,907,194	-3,514,477	-3,980,430	-5,954,104
Net Cash provided (or used in) Investing Activities	-4,357,121	-3,759,183	-3,323,616	-4,284,889	-2,915,547	-4,349,533	-3,664,994	-3,209,477	-3,563,230	-5,320,104
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	600,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Proceeds from Retirement Complex Contributions	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Payments:										
Repayment of Borrowings & Advances	-457,065	-522,441	-449,990	-419,865	-319,100	-375,184	-342,917	-362,894	-384,410	-433,438
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	42,935	577,559	50,010	1,080,135	840,900	374,816	357,083	137,106	115,590	911,562
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-995,933	-68,401	593,935	13,953	1,638,127	-214,038	713,830	1,126,653	940,994	-17,911
plus Cash & Equivalents at beginning of year	12,103,828	11,107,895	11,039,494	11,633,429	11,647,383	13,285,510	13,071,471	13,785,302	14,911,955	15,852,949
CASH & EQUIVALENTS AT YEAR END	11,107,895	11,039,494	11,633,429	11,647,383	13,285,510	13,071,471	13,785,302	14,911,955	15,852,949	15,835,038
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	11,107,895	11,039,494	11,633,429	11,647,383	13,285,510	13,071,471	13,785,302	14,911,955	15,852,949	15,835,038

ALL COUNCIL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	260.10%	259.87%	272.57%	276.18%	307.30%	301.11%	312.52%	332.67%	346.01%	359.01%
Debt Service Ratio Maintain at or below 5%	4.55%	4.94%	4.08%	4.08%	3.46%	3.69%	3.32%	3.19%	3.07%	3.47%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	21.10%	20.97%	20.88%	21.05%	21.01%	21.05%	21.05%	21.05%	21.05%	21.06%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	5.93%	5.92%	5.90%	5.89%	5.88%	5.87%	5.85%	5.84%	5.82%	5.81%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	87.57%	50.37%	51.18%	71.62%	62.66%	73.28%	62.82%	49.21%	53.48%	67.43%
Surplus Operating Result Achieve surplus results on a regular basis	-1,473,046	-1,396,699	-1,188,914	-1,462,306	-1,518,944	-1,526,013	-1,514,323	-1,604,940	-1,513,894	-1,618,263
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	3.40%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	600,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

GENERAL FUND
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	3,904,677	4,021,037	4,140,888	4,264,335	4,391,485	4,522,450	4,657,343	4,796,283	4,939,392	5,086,794
User Charges & Fees	3,139,729	3,230,808	3,325,722	3,423,828	3,533,502	3,637,707	3,745,038	3,855,590	3,969,457	4,086,741
Interest & Investment Revenue	81,934	84,392	86,924	89,531	92,217	94,984	97,833	100,768	103,792	106,905
Other Revenues	400,594	407,502	414,506	421,602	428,788	436,058	443,407	450,828	458,315	465,861
Grants & Contributions provided for Operating Purposes	4,743,949	4,965,394	5,110,705	5,264,026	5,421,946	5,584,605	5,752,143	5,924,707	6,102,449	6,285,522
Grants & Contributions provided for Capital Purposes	80,000	82,400	154,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	12,350,883	12,791,533	13,233,616	13,550,741	13,957,980	14,368,546	14,791,289	15,226,566	15,674,746	16,136,205
Expenses from Continuing Operations										
Employee Costs	4,611,259	4,704,274	4,839,414	4,984,998	5,134,963	5,309,439	5,448,565	5,634,478	5,781,324	5,977,250
Borrowing Costs	138,517	131,814	102,566	152,923	179,677	181,675	176,035	157,825	138,339	183,987
Materials & Contracts	3,944,196	4,078,997	4,176,855	4,302,160	4,455,864	4,565,791	4,698,585	4,875,482	4,986,607	5,135,085
Depreciation & Amortisation	3,775,398	3,888,660	4,005,320	4,125,479	4,249,244	4,376,721	4,508,023	4,643,263	4,782,561	4,926,038
Other Expenses	1,271,229	1,309,332	1,348,394	1,415,846	1,430,512	1,473,427	1,517,630	1,593,159	1,610,053	1,658,355
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	13,740,599	14,113,076	14,472,549	14,981,407	15,450,259	15,907,053	16,348,837	16,904,207	17,298,884	17,880,715
NET OPERATING RESULT FOR THE YEAR	-1,389,716	-1,321,543	-1,238,933	-1,430,666	-1,492,279	-1,538,507	-1,557,548	-1,677,641	-1,624,138	-1,744,510
Net Operating Result before capital grants & contributions	-1,469,716	-1,403,943	-1,393,805	-1,518,084	-1,582,320	-1,631,249	-1,653,072	-1,776,031	-1,725,480	-1,848,892

GENERAL FUND
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,660,226	2,205,301	2,165,980	2,211,405	2,948,935	2,282,798	2,796,159	3,094,904	3,337,377	2,353,605
Receivables	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456
Inventories	1,168,318	1,442,318	1,306,318	1,686,318	1,660,318	1,728,318	1,700,318	1,562,318	1,488,318	1,475,318
Total Current Assets	5,099,000	4,918,075	4,742,754	5,168,179	5,879,709	5,281,572	5,766,933	5,927,678	6,096,151	5,099,379
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041
Infrastructure, Property, Plant & Equipment	294,618,662	293,326,194	291,884,660	290,682,194	288,894,366	287,905,573	285,798,241	283,677,222	281,582,491	281,237,745
Total Non Current Assets	294,943,703	293,651,235	292,209,701	291,007,235	289,219,407	288,230,614	286,123,282	284,002,263	281,907,532	281,562,786
TOTAL ASSETS	300,042,703	298,569,311	296,952,455	296,175,415	295,099,116	293,512,185	291,890,214	289,929,941	288,003,683	286,662,166
LIABILITIES										
Current Liabilities										
Payables	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356
Overdraft Facility	0	0	0	0	0	0	0	0	0	-92,945
Borrowings	474,441	377,923	346,374	244,020	298,423	264,423	282,633	302,119	349,063	126,027
Provisions	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030
Total Current Liabilities	4,119,827	4,023,309	3,991,760	3,889,406	3,943,809	3,909,809	3,928,019	3,947,505	3,994,449	3,678,468
Non Current Liabilities										
Borrowings	929,682	874,351	527,977	1,283,957	1,645,534	1,631,111	1,548,478	1,246,359	897,296	1,616,269
Provisions	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033
Total Non Current Liabilities	1,461,715	1,406,384	1,060,010	1,815,990	2,177,567	2,163,144	2,080,511	1,778,392	1,429,329	2,148,302
TOTAL LIABILITIES	5,581,542	5,429,693	5,051,770	5,705,396	6,121,376	6,072,953	6,008,530	5,725,897	5,423,778	5,826,770
NET ASSETS	294,461,161	293,139,618	291,900,685	290,470,019	288,977,740	287,439,232	285,881,684	284,204,044	282,579,905	280,835,395
EQUITY										
Retained Earnings	47,122,034	45,800,491	44,561,557	43,130,892	41,638,613	40,100,105	38,542,557	36,864,917	35,240,778	33,496,268
Revaluation Reserves	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724
TOTAL EQUITY	294,462,758	293,141,215	291,902,281	290,471,616	288,979,337	287,440,829	285,883,281	284,205,641	282,581,502	280,836,992

GENERAL FUND
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	3,904,677	4,021,037	4,140,888	4,264,335	4,391,485	4,522,450	4,657,343	4,796,283	4,939,392	5,086,794
User Charges & Fees	3,139,729	3,230,808	3,325,722	3,423,828	3,533,502	3,637,707	3,745,038	3,855,590	3,969,457	4,086,741
Interest & Investment Revenue	81,934	84,392	86,924	89,531	92,217	94,984	97,833	100,768	103,792	106,905
Grants & Contributions	4,823,949	5,047,794	5,265,577	5,351,444	5,511,987	5,677,347	5,847,667	6,023,097	6,203,790	6,389,904
Other	400,594	407,502	414,506	421,602	428,788	436,058	443,407	450,828	458,315	465,861
Payments:										
Employee Costs	-4,611,259	-4,704,274	-4,839,414	-4,984,998	-5,134,963	-5,309,439	-5,448,565	-5,634,478	-5,781,324	-5,977,250
Materials & Contracts	-3,804,196	-4,352,997	-4,040,855	-4,682,160	-4,429,864	-4,633,791	-4,670,585	-4,737,482	-4,912,607	-5,122,085
Borrowing Costs	-138,517	-131,814	-102,566	-152,923	-179,677	-181,675	-176,035	-157,825	-138,339	-183,987
Other	-1,271,229	-1,309,332	-1,348,394	-1,415,846	-1,430,512	-1,473,427	-1,517,630	-1,593,159	-1,610,053	-1,658,355
Net Cash provided (or used in) Operating Activities	2,525,682	2,293,117	2,902,387	2,314,813	2,782,965	2,770,214	2,978,475	3,103,623	3,232,423	3,194,528
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	314,000	761,000	437,200	282,000	241,400	466,000	202,200	280,000	392,200	594,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-3,844,771	-3,357,193	-3,000,985	-3,205,014	-2,702,815	-3,853,928	-2,602,891	-2,802,244	-3,080,031	-5,175,293
Net Cash provided (or used in) Investing Activities	-3,530,771	-2,596,193	-2,563,785	-2,923,014	-2,461,415	-3,387,928	-2,400,691	-2,522,244	-2,687,831	-4,581,293
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	300,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-409,065	-451,849	-377,923	-346,374	-244,020	-298,423	-264,423	-282,633	-302,119	-349,063
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	-409,065	-151,849	-377,923	653,626	415,980	-48,423	-64,423	-282,633	-302,119	495,937
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-1,414,154	-454,925	-39,322	45,426	737,529	-666,137	513,361	298,745	242,473	-890,828
plus Cash & Equivalents at beginning of year	4,074,380	2,660,226	2,205,301	2,165,980	2,211,405	2,948,935	2,282,798	2,796,159	3,094,904	3,337,378
CASH & EQUIVALENTS AT YEAR END	2,660,226	2,205,301	2,165,980	2,211,405	2,948,935	2,282,798	2,796,159	3,094,904	3,337,378	2,446,550
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	2,660,226	2,205,301	2,165,980	2,211,405	2,948,935	2,282,798	2,796,159	3,094,904	3,337,378	2,446,550

GENERAL FUND
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	84.59%	72.35%	71.80%	75.88%	99.33%	77.78%	94.69%	104.12%	110.53%	84.17%
Debt Service Ratio Maintain at or below 5%	5.31%	5.55%	4.47%	4.55%	3.78%	4.19%	3.76%	3.68%	3.60%	4.26%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	31.61%	31.31%	31.29%	31.47%	31.35%	31.47%	31.49%	31.50%	31.51%	31.52%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	5.84%	5.84%	5.84%	5.85%	5.85%	5.85%	5.85%	5.85%	5.85%	5.85%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	91.83%	47.22%	47.17%	51.60%	70.39%	67.30%	53.87%	46.94%	47.21%	72.22%
Surplus Operating Result Achieve surplus results on a regular basis	-1,389,716	-1,321,543	-1,238,933	-1,430,666	-1,492,279	-1,538,507	-1,557,548	-1,677,641	-1,624,138	-1,744,510
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	3.40%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	300,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

WATER SUPPLY
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	291,747	301,958	312,527	323,465	334,786	346,504	358,632	371,184	384,175	397,621
User Charges & Fees	444,684	460,207	476,272	492,898	510,105	527,913	546,343	565,416	585,155	605,584
Interest & Investment Revenue	70,663	72,783	74,966	77,215	79,532	81,918	84,375	86,907	89,514	92,199
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	13,025	13,481	13,953	14,441	14,946	15,470	16,011	16,571	17,151	17,752
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	820,119	848,429	877,718	908,020	939,370	971,804	1,005,361	1,040,077	1,075,995	1,113,156
Expenses from Continuing Operations										
Employee Costs	215,000	221,450	228,094	234,936	241,984	249,244	256,721	264,423	272,356	280,526
Borrowing Costs	0	17,738	16,263	14,840	13,250	11,570	9,836	8,070	6,040	3,955
Materials & Contracts	242,841	250,126	257,630	265,359	273,320	281,519	289,965	298,664	307,624	316,852
Depreciation & Amortisation	269,496	277,581	285,908	294,486	303,320	312,420	321,792	331,446	341,389	351,631
Other Expenses	156,465	161,159	165,994	170,974	176,103	181,386	186,827	192,432	198,205	204,151
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	883,802	928,054	953,889	980,594	1,007,977	1,036,139	1,065,142	1,095,035	1,125,614	1,157,116
NET OPERATING RESULT FOR THE YEAR	-63,683	-79,625	-76,171	-72,574	-68,607	-64,334	-59,781	-54,957	-49,618	-43,960
Net Operating Result before capital grants & contributions	-63,683	-79,625	-76,171	-72,574	-68,607	-64,334	-59,781	-54,957	-49,618	-43,960

WATER SUPPLY
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240	1,145,536
Receivables	118,758	118,758	118,758	118,758	118,758	118,758	118,758	118,758	118,758	118,758
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,215,361	2,170,725	2,136,396	1,632,816	1,720,449	1,439,773	1,091,290	1,115,518	1,072,998	1,264,294
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	10,126,515	10,368,934	10,303,026	10,708,540	10,525,220	10,712,800	10,971,008	10,859,562	10,818,173	10,546,541
Total Non Current Assets	10,126,515	10,368,934	10,303,026	10,708,540	10,525,220	10,712,800	10,971,008	10,859,562	10,818,173	10,546,541
TOTAL ASSETS	12,341,876	12,539,659	12,439,421	12,341,356	12,245,669	12,152,574	12,062,298	11,975,080	11,891,170	11,810,835
LIABILITIES										
Current Liabilities										
Payables	71,263	71,263	71,263	71,263	71,263	71,263	71,263	71,263	71,263	71,263
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	24,067	25,491	27,080	28,761	30,494	32,261	34,291	36,375	38,588
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	71,263	95,330	96,754	98,343	100,024	101,757	103,524	105,554	107,638	109,851
Non Current Liabilities										
Borrowings	0	253,341	227,850	200,770	172,009	141,515	109,254	74,963	38,588	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	253,341	227,850	200,770	172,009	141,515	109,254	74,963	38,588	0
TOTAL LIABILITIES	71,263	348,671	324,604	299,113	272,033	243,272	212,778	180,517	146,226	109,851
NET ASSETS	12,270,613	12,190,988	12,114,817	12,042,243	11,973,636	11,909,302	11,849,520	11,794,563	11,744,944	11,700,984
EQUITY										
Retained Earnings	10,765,749	10,686,124	10,609,953	10,537,379	10,468,772	10,404,438	10,344,656	10,289,699	10,240,080	10,196,120
Revaluation Reserves	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864
TOTAL EQUITY	12,270,613	12,190,988	12,114,817	12,042,243	11,973,636	11,909,302	11,849,520	11,794,563	11,744,944	11,700,984

WATER SUPPLY
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	291,747	301,958	312,527	323,465	334,786	346,504	358,632	371,184	384,175	397,621
User Charges & Fees	444,684	460,207	476,272	492,898	510,105	527,913	546,343	565,416	585,155	605,584
Interest & Investment Revenue	70,663	72,783	74,966	77,215	79,532	81,918	84,375	86,907	89,514	92,199
Grants & Contributions	13,025	13,481	13,953	14,441	14,946	15,470	16,011	16,571	17,151	17,752
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-215,000	-221,450	-228,094	-234,936	-241,984	-249,244	-256,721	-264,423	-272,356	-280,526
Materials & Contracts	-242,841	-250,126	-257,630	-265,359	-273,320	-281,519	-289,965	-298,664	-307,624	-316,852
Borrowing Costs	0	-17,738	-16,263	-14,840	-13,250	-11,570	-9,836	-8,070	-6,040	-3,955
Other	-156,465	-161,159	-165,994	-170,974	-176,103	-181,386	-186,827	-192,432	-198,205	-204,151
Net Cash provided (or used in) Operating Activities	205,813	197,956	209,738	221,911	234,713	248,085	262,011	276,489	291,771	307,671
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	30,000	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-275,000	-520,000	-220,000	-700,000	-120,000	-500,000	-580,000	-220,000	-300,000	-80,000
Net Cash provided (or used in) Investing Activities	-245,000	-520,000	-220,000	-700,000	-120,000	-500,000	-580,000	-220,000	-300,000	-80,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	300,000	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	-22,592	-24,067	-25,491	-27,080	-28,761	-30,494	-32,261	-34,291	-36,375
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	0	277,408	-24,067	-25,491	-27,080	-28,761	-30,494	-32,261	-34,291	-36,375
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-39,187	-44,636	-34,329	-503,580	87,633	-280,676	-348,483	24,228	-42,520	191,296
plus Cash & Equivalents at beginning of year	2,135,790	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240
CASH & EQUIVALENTS AT YEAR END	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240	1,145,536
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240	1,145,536

WATER SUPPLY
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	2942.06%	2152.49%	2085.33%	1539.57%	1601.31%	1298.21%	939.43%	944.31%	886.53%	1042.81%
Debt Service Ratio Maintain at or below 5%	0.00%	4.75%	4.59%	4.44%	4.29%	4.15%	4.01%	3.88%	3.75%	3.62%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	35.57%	35.59%	35.61%	35.62%	35.64%	35.66%	35.67%	35.69%	35.70%	35.72%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	6.67%	6.64%	6.61%	6.58%	6.55%	6.52%	6.49%	6.46%	6.43%	6.41%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	110.78%	86.04%	83.53%	258.05%	42.95%	173.74%	195.67%	72.06%	95.40%	24.70%
Surplus Operating Result Achieve surplus results on a regular basis	-63,683	-79,625	-76,171	-72,574	-68,607	-64,334	-59,781	-54,957	-49,618	-43,960
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	300,000	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

SEWERAGE SERVICES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	312,399	331,143	351,012	372,072	394,397	418,060	443,144	469,733	497,917	527,792
User Charges & Fees	363,591	399,950	439,945	483,940	532,334	585,567	644,124	708,536	779,390	857,329
Interest & Investment Revenue	4,157	4,573	8,500	12,000	8,000	25,000	40,000	60,000	75,000	75,000
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	12,753	13,518	14,329	15,189	16,100	17,066	18,090	19,176	20,326	21,546
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	692,900	749,184	813,786	883,201	950,830	1,045,694	1,145,358	1,257,444	1,372,632	1,481,666
Expenses from Continuing Operations										
Employee Costs	228,547	241,308	255,042	269,837	285,791	303,009	321,608	341,716	363,474	387,034
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	157,300	183,124	211,833	243,725	279,128	318,401	361,943	410,190	463,624	522,773
Depreciation & Amortisation	345,806	349,264	352,757	356,284	359,847	363,446	367,080	370,751	374,458	378,203
Other Expenses	117,500	129,250	142,175	156,393	172,032	189,235	208,158	228,974	251,872	277,059
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	849,153	902,946	961,807	1,026,239	1,096,797	1,174,091	1,258,790	1,351,632	1,453,427	1,565,069
NET OPERATING RESULT FOR THE YEAR	-156,253	-153,762	-148,021	-143,038	-145,967	-128,397	-113,432	-94,187	-80,795	-83,403
Net Operating Result before capital grants & contributions	-156,253	-153,762	-148,021	-143,038	-145,967	-128,397	-113,432	-94,187	-80,795	-83,403

SEWERAGE SERVICES
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506	1,083,306
Receivables	54,792	54,792	54,792	54,792	54,792	54,792	54,792	54,792	54,792	54,792
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	577,010	642,512	677,248	580,494	744,374	809,423	953,071	1,069,634	1,103,298	1,138,098
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	7,744,888	7,525,624	7,342,867	7,296,583	6,986,736	6,793,290	6,536,210	6,325,459	6,211,001	6,092,798
Total Non Current Assets	7,744,888	7,525,624	7,342,867	7,296,583	6,986,736	6,793,290	6,536,210	6,325,459	6,211,001	6,092,798
TOTAL ASSETS	8,321,898	8,168,136	8,020,115	7,877,077	7,731,110	7,602,713	7,489,281	7,395,094	7,314,299	7,230,896
LIABILITIES										
Current Liabilities										
Payables	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711
NET ASSETS	8,278,187	8,124,425	7,976,404	7,833,366	7,687,399	7,559,002	7,445,570	7,351,383	7,270,588	7,187,185
EQUITY										
Retained Earnings	5,909,030	5,755,268	5,607,247	5,464,209	5,318,242	5,189,845	5,076,413	4,982,226	4,901,431	4,818,028
Revaluation Reserves	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560
TOTAL EQUITY	8,276,590	8,122,828	7,974,807	7,831,769	7,685,802	7,557,405	7,443,973	7,349,786	7,268,991	7,185,588

SEWERAGE SERVICES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	312,399	331,143	351,012	372,072	394,397	418,060	443,144	469,733	497,917	527,792
User Charges & Fees	363,591	399,950	439,945	483,940	532,334	585,567	644,124	708,536	779,390	857,329
Interest & Investment Revenue	4,157	4,573	8,500	12,000	8,000	25,000	40,000	60,000	75,000	75,000
Grants & Contributions	12,753	13,518	14,329	15,189	16,100	17,066	18,090	19,176	20,326	21,546
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-228,547	-241,308	-255,042	-269,837	-285,791	-303,009	-321,608	-341,716	-363,474	-387,034
Materials & Contracts	-157,300	-183,124	-211,833	-243,725	-279,128	-318,401	-361,943	-410,190	-463,624	-522,773
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-117,500	-129,250	-142,175	-156,393	-172,032	-189,235	-208,158	-228,974	-251,872	-277,059
Net Cash provided (or used in) Operating Activities	189,553	195,502	204,736	213,246	213,880	235,048	253,648	276,563	293,663	294,800
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-145,000	-130,000	-170,000	-310,000	-50,000	-170,000	-110,000	-160,000	-260,000	-260,000
Net Cash provided (or used in) Investing Activities	-145,000	-130,000	-170,000	-310,000	-50,000	-170,000	-110,000	-160,000	-260,000	-260,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	44,553	65,502	34,736	-96,754	163,880	65,048	143,648	116,563	33,663	34,800
plus Cash & Equivalents at beginning of year	477,665	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506
CASH & EQUIVALENTS AT YEAR END	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506	1,083,306
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506	1,083,306

SEWERAGE SERVICES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	1194.71%	1344.56%	1424.03%	1202.68%	1577.59%	1726.41%	2055.04%	2321.71%	2398.72%	2478.34%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	35.57%	35.59%	35.61%	35.62%	35.64%	35.66%	35.67%	35.69%	35.70%	35.72%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	6.31%	6.14%	5.98%	5.82%	5.66%	5.51%	5.36%	5.22%	5.08%	4.94%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	42.47%	36.96%	46.93%	83.09%	13.01%	42.95%	26.98%	38.10%	60.11%	58.36%
Surplus Operating Result Achieve surplus results on a regular basis	-156,253	-153,762	-148,021	-143,038	-145,967	-128,397	-113,432	-94,187	-80,795	-83,403
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

ORANA LIFESTYLE DIRECTIONS
PROJECTED INCOME & EXPENDITURE STATEMENT

10 Year Period 2013/14 to 2022/23

Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	171,368	176,509	181,804	187,258	192,876	198,662	204,622	210,761	217,084	223,596
Interest & Investment Revenue	42,620	43,899	45,216	46,572	47,969	49,408	50,891	52,417	53,990	55,609
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	2,971,555	3,060,702	3,152,523	3,247,098	3,344,511	3,444,847	3,548,192	3,654,638	3,764,277	3,877,205
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	3,185,543	3,281,109	3,379,543	3,480,929	3,585,357	3,692,917	3,803,705	3,917,816	4,035,351	4,156,411
Expenses from Continuing Operations										
Employee Costs	2,853,282	2,938,880	3,027,047	3,117,858	3,211,394	3,307,736	3,406,968	3,509,177	3,614,452	3,722,886
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	166,659	171,659	176,809	182,113	187,576	193,203	199,000	204,970	211,119	217,452
Depreciation & Amortisation	59,966	61,765	63,618	65,526	67,492	69,517	71,603	73,751	75,963	78,242
Other Expenses	40,402	41,614	42,862	44,148	45,473	46,837	48,242	49,689	51,180	52,715
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	3,120,309	3,213,918	3,310,336	3,409,646	3,511,935	3,617,293	3,725,812	3,837,586	3,952,714	4,071,296
NET OPERATING RESULT FOR THE YEAR	65,234	67,191	69,207	71,283	73,421	75,624	77,893	80,230	82,636	85,116
Net Operating Result before capital grants & contributions	65,234	67,191	69,207	71,283	73,421	75,624	77,893	80,230	82,636	85,116

ORANA LIFESTYLE DIRECTIONS

PROJECTED BALANCE SHEET

10 Year Period 2013/14 to 2022/23

Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260	1,301,448
Receivables	48,889	48,889	48,889	48,889	48,889	48,889	48,889	48,889	48,889	48,889
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	1,206,662	1,258,646	1,313,239	1,295,519	1,355,569	1,418,469	1,209,307	1,278,170	1,350,149	1,350,337
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	1,692,575	1,707,783	1,722,396	1,811,398	1,824,771	1,837,494	2,124,549	2,135,916	2,146,574	2,231,501
Total Non Current Assets	1,692,575	1,707,783	1,722,396	1,811,398	1,824,771	1,837,494	2,124,549	2,135,916	2,146,574	2,231,501
TOTAL ASSETS	2,899,237	2,966,428	3,035,635	3,106,918	3,180,339	3,255,963	3,333,856	3,414,086	3,496,722	3,581,838
LIABILITIES										
Current Liabilities										
Payables	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256
NET ASSETS	2,894,981	2,962,172	3,031,379	3,102,662	3,176,083	3,251,707	3,329,600	3,409,830	3,492,466	3,577,582
EQUITY										
Retained Earnings	2,378,702	2,445,893	2,515,100	2,586,383	2,659,804	2,735,428	2,813,321	2,893,551	2,976,187	3,061,303
Revaluation Reserves	516,279	516,279	516,279	516,279	516,279	516,279	516,279	516,279	516,279	516,279
TOTAL EQUITY	2,894,981	2,962,172	3,031,379	3,102,662	3,176,083	3,251,707	3,329,600	3,409,830	3,492,466	3,577,582

ORANA LIFESTYLE DIRECTIONS
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	171,368	176,509	181,804	187,258	192,876	198,662	204,622	210,761	217,084	223,596
Interest & Investment Revenue	42,620	43,899	45,216	46,572	47,969	49,408	50,891	52,417	53,990	55,609
Grants & Contributions	2,971,555	3,060,702	3,152,523	3,247,098	3,344,511	3,444,847	3,548,192	3,654,638	3,764,277	3,877,205
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-2,853,282	-2,938,880	-3,027,047	-3,117,858	-3,211,394	-3,307,736	-3,406,968	-3,509,177	-3,614,452	-3,722,886
Materials & Contracts	-166,659	-171,659	-176,809	-182,113	-187,576	-193,203	-199,000	-204,970	-211,119	-217,452
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-40,402	-41,614	-42,862	-44,148	-45,473	-46,837	-48,242	-49,689	-51,180	-52,715
Net Cash provided (or used in) Operating Activities	125,200	128,956	132,825	136,809	140,914	145,141	149,495	153,980	158,600	163,358
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	25,000	25,000	40,000	25,000	25,000	40,000	25,000	25,000	40,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-45,750	-101,973	-103,232	-194,529	-105,864	-107,240	-398,658	-110,117	-111,621	-203,170
Net Cash provided (or used in) Investing Activities	-45,750	-76,973	-78,232	-154,529	-80,864	-82,240	-358,658	-85,117	-86,621	-163,170
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	79,450	51,984	54,593	-17,719	60,049	62,901	-209,162	68,863	71,979	188
plus Cash & Equivalents at beginning of year	1,078,323	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260
CASH & EQUIVALENTS AT YEAR END	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260	1,301,448
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260	1,301,448

ORANA LIFESTYLE DIRECTIONS
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	27203.31%	28424.73%	29707.46%	29291.13%	30702.06%	32179.99%	27265.46%	28883.48%	30574.71%	30579.13%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%
Surplus Operating Result Achieve surplus results on a regular basis	65,234	67,191	69,207	71,283	73,421	75,624	77,893	80,230	82,636	85,116
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

CARLGINDA ENTERPRISES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	0	0	0	0	0	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Other Revenues	280,448	288,861	297,527	306,453	315,646	325,116	334,869	344,915	355,263	365,920
Grants & Contributions provided for Operating Purposes	241,595	248,843	256,308	263,997	271,917	280,075	288,477	297,131	306,045	315,227
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	522,043	537,704	553,835	570,450	587,563	605,190	623,346	642,046	661,308	681,147
Expenses from Continuing Operations										
Employee Costs	425,312	438,071	451,213	464,750	478,692	493,053	507,845	523,080	538,772	554,935
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	90,706	93,427	96,230	99,117	102,091	105,153	108,308	111,557	114,904	118,351
Depreciation & Amortisation	15,286	15,745	16,217	16,703	17,205	17,721	18,252	18,800	19,364	19,945
Other Expenses	9,801	10,095	10,398	10,710	11,031	11,362	11,703	12,054	12,416	12,788
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	541,105	557,338	574,059	591,280	609,019	627,289	646,108	665,491	685,456	706,020
NET OPERATING RESULT FOR THE YEAR	-19,063	-19,635	-20,224	-20,830	-21,455	-22,099	-22,762	-23,445	-24,148	-24,873
Net Operating Result before capital grants & contributions	-19,063	-19,635	-20,224	-20,830	-21,455	-22,099	-22,762	-23,445	-24,148	-24,873

CARLGINDA ENTERPRISES
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	103,533	84,193	64,273	43,755	22,622	854	0	0	0	0
Receivables	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703
Inventories	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943
Total Current Assets	152,179	132,839	112,919	92,401	71,268	49,500	48,646	48,646	48,646	48,646
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	168,585	168,290	167,987	167,674	167,353	167,021	166,680	166,328	165,965	165,592
Total Non Current Assets	168,585	168,290	167,987	167,674	167,353	167,021	166,680	166,328	165,965	165,592
TOTAL ASSETS	320,764	301,130	280,906	260,076	238,620	216,521	215,326	214,974	214,611	214,238
LIABILITIES										
Current Liabilities										
Payables	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157
Overdraft Facility	0	0	0	0	0	0	21,566	44,659	68,445	92,945
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	1,157	1,157	1,157	1,157	1,157	1,157	22,723	45,816	69,602	94,102
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	1,157	1,157	1,157	1,157	1,157	1,157	22,723	45,816	69,602	94,102
NET ASSETS	319,607	299,973	279,749	258,919	237,463	215,364	192,602	169,158	145,009	120,137
EQUITY										
Retained Earnings	319,607	299,972	279,749	258,918	237,463	215,364	192,602	169,157	145,009	120,137
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	319,607	299,972	279,749	258,918	237,463	215,364	192,602	169,157	145,009	120,137

CARLGINDA ENTERPRISES
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	103,533	84,193	64,273	43,755	22,622	854	0	0	0	0
Receivables	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703
Inventories	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943
Total Current Assets	152,179	132,839	112,919	92,401	71,268	49,500	48,646	48,646	48,646	48,646
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	168,585	168,290	167,987	167,674	167,353	167,021	166,680	166,328	165,965	165,592
Total Non Current Assets	168,585	168,290	167,987	167,674	167,353	167,021	166,680	166,328	165,965	165,592
TOTAL ASSETS	320,764	301,130	280,906	260,076	238,620	216,521	215,326	214,974	214,611	214,238
LIABILITIES										
Current Liabilities										
Payables	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157
Overdraft Facility	0	0	0	0	0	0	21,566	44,659	68,445	92,945
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	1,157	1,157	1,157	1,157	1,157	1,157	22,723	45,816	69,602	94,102
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	1,157	1,157	1,157	1,157	1,157	1,157	22,723	45,816	69,602	94,102
NET ASSETS	319,607	299,973	279,749	258,919	237,463	215,364	192,602	169,158	145,009	120,137
EQUITY										
Retained Earnings	319,607	299,972	279,749	258,918	237,463	215,364	192,602	169,157	145,009	120,137
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	319,607	299,972	279,749	258,918	237,463	215,364	192,602	169,157	145,009	120,137

CARLGINDA ENTERPRISES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	0	0	0	0	0	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Grants & Contributions	241,595	248,843	256,308	263,997	271,917	280,075	288,477	297,131	306,045	315,227
Other	280,448	288,861	297,527	306,453	315,646	325,116	334,869	344,915	355,263	365,920
Payments:										
Employee Costs	-425,312	-438,071	-451,213	-464,750	-478,692	-493,053	-507,845	-523,080	-538,772	-554,935
Materials & Contracts	-90,706	-93,427	-96,230	-99,117	-102,091	-105,153	-108,308	-111,557	-114,904	-118,351
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-9,801	-10,095	-10,398	-10,710	-11,031	-11,362	-11,703	-12,054	-12,416	-12,788
Net Cash provided (or used in) Operating Activities	-3,777	-3,890	-4,007	-4,127	-4,251	-4,378	-4,510	-4,645	-4,784	-4,928
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-15,000	-15,450	-15,914	-16,391	-16,883	-17,389	-17,911	-18,448	-19,002	-19,572
Net Cash provided (or used in) Investing Activities	-15,000	-15,450	-15,914	-16,391	-16,883	-17,389	-17,911	-18,448	-19,002	-19,572
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-18,777	-19,340	-19,920	-20,518	-21,133	-21,767	-22,420	-23,093	-23,786	-24,499
plus Cash & Equivalents at beginning of year	122,310	103,533	84,193	64,273	43,755	22,622	854	-21,566	-44,659	-68,445
CASH & EQUIVALENTS AT YEAR END	103,533	84,193	64,273	43,755	22,622	854	-21,566	-44,659	-68,445	-92,945
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	103,533	84,193	64,273	43,755	22,622	854	-21,566	-44,659	-68,445	-92,945

CARLGINDA ENTERPRISES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	8948.42%	7276.85%	5555.14%	3781.77%	1955.20%	73.83%	0.00%	0.00%	0.00%	0.00%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Surplus Operating Result Achieve surplus results on a regular basis	-19,063	-19,635	-20,224	-20,830	-21,455	-22,099	-22,762	-23,445	-24,148	-24,873
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

COOEE LODGE
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	1,181,435	1,231,818	1,268,773	1,306,836	1,346,041	1,386,422	1,428,015	1,470,855	1,514,981	1,560,430
Interest & Investment Revenue	147,560	156,313	161,002	165,832	170,807	175,931	181,209	186,646	192,245	198,012
Other Revenues	174,374	179,605	184,993	190,543	196,259	202,147	208,212	214,458	220,892	227,519
Grants & Contributions provided for Operating Purposes	1,600,070	1,648,072	1,697,514	1,748,439	1,800,893	1,854,919	1,910,567	1,967,884	2,026,921	2,087,728
Grants & Contributions provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	3,103,439	3,215,808	3,312,282	3,411,651	3,514,000	3,619,420	3,728,003	3,839,843	3,955,038	4,073,690
Expenses from Continuing Operations										
Employee Costs	2,080,973	2,143,402	2,207,704	2,273,935	2,342,153	2,412,418	2,484,791	2,559,334	2,636,114	2,715,198
Borrowing Costs	39,329	35,853	32,496	29,040	25,099	20,973	16,651	11,842	6,840	1,418
Materials & Contracts	631,673	657,018	669,929	689,922	717,014	731,725	753,571	782,574	799,251	823,123
Depreciation & Amortisation	173,525	178,731	184,093	189,615	195,304	201,163	207,198	213,414	219,816	226,411
Other Expenses	192,759	198,542	204,498	210,633	216,952	223,461	230,164	237,069	244,181	251,507
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	3,118,259	3,213,546	3,298,720	3,393,145	3,496,523	3,589,739	3,692,375	3,804,233	3,906,203	4,017,657
NET OPERATING RESULT FOR THE YEAR	-14,820	2,262	13,563	18,505	17,478	29,681	35,628	35,610	48,836	56,033
Net Operating Result before capital grants & contributions	-14,820	2,262	13,563	18,505	17,478	29,681	35,628	35,610	48,836	56,033

COOEE LODGE
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497	8,586,749
Receivables	703,405	703,405	703,405	703,405	703,405	703,405	703,405	703,405	703,405	703,405
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	4,916,076	5,149,719	5,645,544	6,147,219	6,648,802	7,163,551	7,685,239	8,207,932	8,744,902	9,290,154
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	16,940,468	17,161,087	17,130,825	17,099,655	17,067,550	17,034,482	17,000,421	16,965,339	16,929,204	16,891,986
Total Non Current Assets	16,940,468	17,161,087	17,130,825	17,099,655	17,067,550	17,034,482	17,000,421	16,965,339	16,929,204	16,891,986
TOTAL ASSETS	21,856,544	22,310,806	22,776,369	23,246,874	23,716,352	24,198,033	24,685,661	25,173,271	25,674,106	26,182,139
LIABILITIES										
Current Liabilities										
Payables	10,535,044	11,035,044	11,535,044	12,035,044	12,535,044	13,035,044	13,535,044	14,035,044	14,535,044	15,035,044
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	10,583,044	11,083,044	11,583,044	12,083,044	12,583,044	13,083,044	13,583,044	14,083,044	14,583,044	15,083,044
Non Current Liabilities										
Borrowings	489,438	441,438	393,438	345,438	297,438	249,438	201,438	153,438	105,438	57,438
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	489,438	441,438	393,438	345,438	297,438	249,438	201,438	153,438	105,438	57,438
TOTAL LIABILITIES	11,072,482	11,524,482	11,976,482	12,428,482	12,880,482	13,332,482	13,784,482	14,236,482	14,688,482	15,140,482
NET ASSETS	10,784,062	10,786,324	10,799,887	10,818,392	10,835,870	10,865,551	10,901,179	10,936,789	10,985,624	11,041,657
EQUITY										
Retained Earnings	4,582,843	4,585,105	4,598,668	4,617,173	4,634,651	4,664,332	4,699,960	4,735,570	4,784,406	4,840,439
Revaluation Reserves	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219
TOTAL EQUITY	10,784,062	10,786,324	10,799,887	10,818,392	10,835,870	10,865,551	10,901,179	10,936,789	10,985,625	11,041,658

COOEE LODGE
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	1,181,435	1,231,818	1,268,773	1,306,836	1,346,041	1,386,422	1,428,015	1,470,855	1,514,981	1,560,430
Interest & Investment Revenue	147,560	156,313	161,002	165,832	170,807	175,931	181,209	186,646	192,245	198,012
Grants & Contributions	1,600,070	1,648,072	1,697,514	1,748,439	1,800,893	1,854,919	1,910,567	1,967,884	2,026,921	2,087,728
Other	174,374	179,605	184,993	190,543	196,259	202,147	208,212	214,458	220,892	227,519
Payments:										
Employee Costs	-2,080,973	-2,143,402	-2,207,704	-2,273,935	-2,342,153	-2,412,418	-2,484,791	-2,559,334	-2,636,114	-2,715,198
Materials & Contracts	-631,673	-657,018	-669,929	-689,922	-717,014	-731,725	-753,571	-782,574	-799,251	-823,123
Borrowing Costs	-39,329	-35,853	-32,496	-29,040	-25,099	-20,973	-16,651	-11,842	-6,840	-1,418
Other	-192,759	-198,542	-204,498	-210,633	-216,952	-223,461	-230,164	-237,069	-244,181	-251,507
Net Cash provided (or used in) Operating Activities	158,705	180,993	197,655	208,121	212,782	230,844	242,826	249,024	268,652	282,444
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-355,000	-399,350	-153,831	-158,445	-163,199	-168,095	-173,138	-178,332	-183,682	-189,192
Net Cash provided (or used in) Investing Activities	-355,000	-399,350	-153,831	-158,445	-163,199	-168,095	-173,138	-178,332	-183,682	-189,192
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Payments:										
Repayment of Borrowings & Advances	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Financing Activities	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	255,705	233,643	495,825	501,675	501,583	514,749	521,688	522,692	536,970	545,252
plus Cash & Equivalents at beginning of year	3,956,966	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497
CASH & EQUIVALENTS AT YEAR END	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497	8,586,749
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497	8,586,749

COOEE LODGE
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	39.81%	40.12%	42.67%	45.05%	47.25%	49.38%	51.40%	53.29%	55.14%	56.93%
Debt Service Ratio Maintain at or below 5%	5.81%	5.35%	4.98%	4.63%	4.27%	3.91%	3.56%	3.20%	2.84%	2.49%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%
Surplus Operating Result Achieve surplus results on a regular basis	-14,820	2,262	13,563	18,505	17,478	29,681	35,628	35,610	48,836	56,033
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

JACK TOWNEY HOSTEL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	160,201	165,007	169,957	175,056	180,308	185,717	191,288	197,027	202,938	209,026
Interest & Investment Revenue	6,551	6,748	6,950	7,158	7,373	7,594	7,822	8,057	8,299	8,548
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	530,112	546,015	562,396	579,268	596,646	614,545	632,981	651,971	671,530	691,676
Grants & Contributions provided for Capital Purposes	0	0	100,000	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	696,864	717,770	839,303	761,482	784,327	807,856	832,092	857,055	882,766	909,249
Expenses from Continuing Operations										
Employee Costs	405,136	417,290	429,809	442,703	455,984	469,664	483,754	498,266	513,214	528,611
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	128,408	132,260	136,228	140,315	144,524	148,860	153,326	157,926	162,663	167,543
Depreciation & Amortisation	11,822	12,177	12,542	12,918	13,306	13,705	14,116	14,540	14,976	15,425
Other Expenses	46,243	47,630	49,059	50,531	52,047	53,608	55,217	56,873	58,579	60,337
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	591,609	609,357	627,638	646,467	665,861	685,837	706,412	727,604	749,433	771,916
NET OPERATING RESULT FOR THE YEAR	105,255	108,413	211,665	115,015	118,465	122,019	125,680	129,450	133,334	137,334
Net Operating Result before capital grants & contributions	105,255	108,413	111,665	115,015	118,465	122,019	125,680	129,450	133,334	137,334

JACK TOWNEY HOSTEL
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395
Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	228,200	237,241	346,554	356,146	366,026	376,202	386,683	397,479	408,599	420,052
Total Non Current Assets	228,200	237,241	346,554	356,146	366,026	376,202	386,683	397,479	408,599	420,052
TOTAL ASSETS	583,071	691,484	903,149	1,018,164	1,136,629	1,258,648	1,384,328	1,513,779	1,647,113	1,784,447
LIABILITIES										
Current Liabilities										
Payables	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414
NET ASSETS	460,657	569,070	780,735	895,750	1,014,215	1,136,234	1,261,914	1,391,365	1,524,699	1,662,033
EQUITY										
Retained Earnings	460,657	569,070	780,735	895,750	1,014,215	1,136,234	1,261,914	1,391,365	1,524,699	1,662,033
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	460,657	569,070	780,735	895,750	1,014,215	1,136,234	1,261,914	1,391,365	1,524,699	1,662,033

JACK TOWNEY HOSTEL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	160,201	165,007	169,957	175,056	180,308	185,717	191,288	197,027	202,938	209,026
Interest & Investment Revenue	6,551	6,748	6,950	7,158	7,373	7,594	7,822	8,057	8,299	8,548
Grants & Contributions	530,112	546,015	662,396	579,268	596,646	614,545	632,981	651,971	671,530	691,676
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-405,136	-417,290	-429,809	-442,703	-455,984	-469,664	-483,754	-498,266	-513,214	-528,611
Materials & Contracts	-128,408	-132,260	-136,228	-140,315	-144,524	-148,860	-153,326	-157,926	-162,663	-167,543
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-46,243	-47,630	-49,059	-50,531	-52,047	-53,608	-55,217	-56,873	-58,579	-60,337
Net Cash provided (or used in) Operating Activities	117,077	120,589	224,207	127,933	131,771	135,724	139,796	143,990	148,310	152,759
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-20,600	-21,218	-121,855	-22,510	-23,185	-23,881	-24,597	-25,335	-26,095	-26,878
Net Cash provided (or used in) Investing Activities	-20,600	-21,218	-121,855	-22,510	-23,185	-23,881	-24,597	-25,335	-26,095	-26,878
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	96,477	99,371	102,352	105,423	108,586	111,843	115,199	118,655	122,214	125,881
plus Cash & Equivalents at beginning of year	258,394	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514
CASH & EQUIVALENTS AT YEAR END	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395

JACK TOWNEY HOSTEL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 1

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	289.89%	371.07%	454.68%	540.80%	629.51%	720.87%	814.98%	911.91%	1011.74%	1114.57%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Surplus Operating Result Achieve surplus results on a regular basis	105,255	108,413	211,665	115,015	118,465	122,019	125,680	129,450	133,334	137,334
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

ALL COUNCIL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	4,508,823	4,899,518	5,327,086	5,795,121	5,980,974	6,173,129	6,371,817	6,577,279	6,789,765	7,009,537
User Charges & Fees	5,461,008	5,664,299	5,862,473	6,069,817	6,295,166	6,521,989	6,759,430	7,008,185	7,269,005	7,542,706
Interest & Investment Revenue	353,485	368,707	383,558	398,310	405,899	434,836	462,131	494,795	522,839	536,274
Other Revenues	855,416	876,825	898,834	921,459	944,718	968,628	993,208	1,017,123	1,041,599	1,066,643
Grants & Contributions provided for Operating Pur	10,113,059	10,546,025	10,807,727	11,132,459	11,466,960	11,811,527	12,166,462	12,532,079	12,908,699	13,296,656
Grants & Contributions provided for Capital Purpos	80,000	82,400	254,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	21,371,790	22,437,774	23,534,550	24,404,583	25,183,758	26,002,850	26,848,573	27,727,850	28,633,249	29,556,198
Expenses from Continuing Operations										
Employee Costs	10,819,509	11,104,676	11,438,323	11,789,018	12,150,962	12,544,563	12,910,251	13,330,474	13,719,706	14,166,440
Borrowing Costs	177,846	185,405	151,325	196,803	218,026	214,218	202,522	177,737	151,219	189,360
Materials & Contracts	5,361,784	5,772,611	6,149,873	6,578,347	6,834,822	7,040,218	7,281,129	7,579,287	7,805,853	8,084,044
Depreciation & Amortisation	4,651,299	4,783,922	4,920,454	5,061,013	5,205,717	5,354,692	5,508,064	5,665,964	5,828,528	5,995,895
Other Expenses	1,834,399	1,897,622	1,963,381	2,059,235	2,104,149	2,179,316	2,257,942	2,370,251	2,426,487	2,516,912
Operational Savings	0	-102,986	-215,780	-340,759	-350,899	-361,327	-371,436	-385,231	-394,141	-406,607
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	22,844,836	23,641,250	24,407,576	25,343,656	26,162,777	26,971,679	27,788,471	28,738,482	29,537,652	30,546,044
NET OPERATING RESULT FOR THE YEAR	-1,473,046	-1,203,476	-873,026	-939,073	-979,020	-968,829	-939,899	-1,010,632	-904,403	-989,847
Net Operating Result before capital grants & cont	-1,553,046	-1,285,876	-1,127,898	-1,026,491	-1,069,060	-1,061,571	-1,035,423	-1,109,022	-1,005,745	-1,094,229

ALL COUNCIL
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	11,107,895	11,232,718	12,142,541	12,224,726	13,947,778	13,835,923	14,669,177	15,935,139	17,030,624	17,186,130
Receivables	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003	2,203,003
Inventories	1,210,261	1,484,261	1,348,261	1,728,261	1,702,261	1,770,261	1,742,261	1,604,261	1,530,261	1,517,261
Total Current Assets	14,521,159	14,919,982	15,693,805	16,155,990	17,853,042	17,809,187	18,614,441	19,742,403	20,763,888	20,906,394
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041
Infrastructure, Property, Plant & Equipment	331,519,893	330,495,154	328,898,315	328,577,191	326,742,021	326,191,862	324,803,792	322,802,305	320,992,007	320,771,216
Total Non Current Assets	331,844,934	330,820,195	329,223,356	328,902,232	327,067,062	326,516,903	325,128,833	323,127,346	321,317,048	321,096,257
TOTAL ASSETS	346,366,093	345,740,177	344,917,161	345,058,223	344,920,103	344,326,090	343,743,274	342,869,749	342,080,935	342,002,651
LIABILITIES										
Current Liabilities										
Payables	11,861,201	12,361,201	12,861,201	13,361,201	13,861,201	14,361,201	14,861,201	15,361,201	15,861,201	16,361,201
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	522,441	449,990	419,865	319,100	375,184	342,917	362,894	384,410	433,438	212,615
Provisions	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030
Total Current Liabilities	14,945,672	15,373,221	15,843,096	16,242,331	16,798,415	17,266,148	17,786,125	18,307,641	18,856,669	19,135,846
Non Current Liabilities										
Borrowings	1,419,120	1,569,130	1,149,265	1,830,165	2,114,981	2,022,064	1,859,170	1,474,760	1,041,322	1,673,707
Provisions	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033
Total Non Current Liabilities	1,951,153	2,101,163	1,681,298	2,362,198	2,647,014	2,554,097	2,391,203	2,006,793	1,573,355	2,205,740
TOTAL LIABILITIES	16,896,825	17,474,384	17,524,394	18,604,529	19,445,429	19,820,245	20,177,328	20,314,434	20,430,024	21,341,586
NET ASSETS	329,469,268	328,265,793	327,392,767	326,453,694	325,474,674	324,505,845	323,565,946	322,555,315	321,650,911	320,661,065
EQUITY										
Retained Earnings	71,538,622	70,335,146	69,462,121	68,523,048	67,544,028	66,575,199	65,635,300	64,624,668	63,720,265	62,730,418
Revaluation Reserves	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646	257,930,646
TOTAL EQUITY	329,469,268	328,265,792	327,392,767	326,453,694	325,474,674	324,505,845	323,565,946	322,555,314	321,650,911	320,661,064

ALL COUNCIL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	4,508,823	4,899,518	5,327,086	5,795,121	5,980,974	6,173,129	6,371,817	6,577,279	6,789,765	7,009,537
User Charges & Fees	5,461,008	5,664,299	5,862,473	6,069,817	6,295,166	6,521,989	6,759,430	7,008,185	7,269,005	7,542,706
Interest & Investment Revenue	353,485	368,707	383,558	398,310	405,899	434,836	462,131	494,795	522,839	536,274
Grants & Contributions	10,193,059	10,628,425	11,062,599	11,219,877	11,557,001	11,904,269	12,261,986	12,630,469	13,010,041	13,401,038
Other	855,416	876,825	898,834	921,459	944,718	968,628	993,208	1,017,123	1,041,599	1,066,643
Payments:										
Employee Costs	-10,819,509	-11,084,078	-11,395,167	-11,720,866	-12,080,782	-12,472,297	-12,835,964	-13,253,428	-13,640,878	-14,085,119
Materials & Contracts	-5,221,784	-5,964,222	-5,841,249	-6,685,739	-6,528,103	-6,819,156	-6,955,980	-7,133,102	-7,416,540	-7,745,759
Borrowing Costs	-177,846	-185,405	-151,325	-196,803	-218,026	-214,218	-202,522	-177,737	-151,219	-189,360
Other	-1,834,399	-1,897,622	-1,963,381	-2,059,235	-2,104,149	-2,179,316	-2,257,942	-2,370,251	-2,426,487	-2,516,912
Net Cash provided (or used in) Operating Activities	3,318,253	3,306,446	4,183,429	3,741,940	4,252,698	4,317,863	4,596,165	4,793,332	4,998,125	5,019,048
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	30,000	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	314,000	786,000	462,200	322,000	266,400	491,000	242,200	305,000	417,200	634,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-4,701,121	-4,545,183	-3,785,816	-5,061,889	-3,636,947	-5,295,533	-4,362,194	-3,969,477	-4,435,430	-6,409,104
Net Cash provided (or used in) Investing Activities	-4,357,121	-3,759,183	-3,323,616	-4,739,889	-3,370,547	-4,804,533	-4,119,994	-3,664,477	-4,018,230	-5,775,104
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	600,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Proceeds from Retirement Complex Contributions	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Payments:										
Repayment of Borrowings & Advances	-457,065	-522,441	-449,990	-419,865	-319,100	-375,184	-342,917	-362,894	-384,410	-433,438
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	42,935	577,559	50,010	1,080,135	840,900	374,816	357,083	137,106	115,590	911,562
NET INCREASE / (DECREASE) IN CASH & EQUIVALE	-995,933	124,822	909,823	82,186	1,723,051	-111,854	833,254	1,265,962	1,095,485	155,506
plus Cash & Equivalents at beginning of year	12,103,828	11,107,895	11,232,718	12,142,541	12,224,726	13,947,778	13,835,923	14,669,177	15,935,139	17,030,624
CASH & EQUIVALENTS AT YEAR END	11,107,895	11,232,718	12,142,541	12,224,726	13,947,778	13,835,923	14,669,177	15,935,139	17,030,624	17,186,130
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	11,107,895	11,232,718	12,142,541	12,224,726	13,947,778	13,835,923	14,669,177	15,935,139	17,030,624	17,186,130

ALL COUNCIL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	260.10%	264.41%	284.50%	289.87%	322.62%	318.72%	332.56%	355.49%	371.72%	389.64%
Debt Service Ratio Maintain at or below 5%	4.55%	4.85%	3.94%	3.86%	3.27%	3.49%	3.14%	3.02%	2.91%	3.29%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	21.10%	20.97%	20.88%	21.05%	21.01%	21.05%	21.05%	21.05%	21.05%	21.06%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	5.93%	5.64%	5.36%	5.09%	5.08%	5.07%	5.06%	5.05%	5.03%	5.02%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	87.57%	50.37%	51.18%	84.32%	77.71%	85.25%	69.33%	60.50%	64.44%	80.41%
Surplus Operating Result Achieve surplus results on a regular basis	-1,473,046	-1,203,476	-873,026	-939,073	-979,020	-968,829	-939,899	-1,010,632	-904,403	-989,847
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	3.40%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	0.00%	7.00%	7.00%	7.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	600,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Increase above CPI in Rural Roads Expenditure	0	206,000	424,360	655,636	675,305	695,564	716,431	737,924	760,062	782,864
Increase in Rural Roads Renewls Expenditure	0	0	0	455,000	455,000	455,000	455,000	455,000	455,000	455,000
Reductions in Current Service Levels	0	102,986	215,780	340,759	350,899	361,327	371,436	385,231	394,141	406,607

GENERAL FUND
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	3,904,677	4,266,417	4,663,547	5,099,583	5,251,791	5,408,565	5,570,042	5,736,363	5,907,674	6,084,124
User Charges & Fees	3,139,729	3,230,808	3,325,722	3,423,828	3,533,502	3,637,707	3,745,038	3,855,590	3,969,457	4,086,741
Interest & Investment Revenue	81,934	84,392	86,924	89,531	92,217	94,984	97,833	100,768	103,792	106,905
Other Revenues	400,594	408,359	416,314	424,463	432,812	441,365	450,127	457,750	465,445	473,205
Grants & Contributions provided for Operating Purp	4,743,949	5,015,394	5,110,705	5,264,026	5,421,946	5,584,605	5,752,143	5,924,707	6,102,449	6,285,522
Grants & Contributions provided for Capital Purpos	80,000	82,400	154,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	12,350,883	13,087,770	13,758,084	14,388,851	14,822,310	15,259,968	15,710,708	16,173,568	16,650,157	17,140,879
Expenses from Continuing Operations										
Employee Costs	4,611,259	4,704,274	4,839,414	4,984,998	5,134,963	5,309,439	5,448,565	5,634,478	5,781,324	5,977,250
Borrowing Costs	138,517	131,814	102,566	152,923	179,677	181,675	176,035	157,825	138,339	183,987
Materials & Contracts	3,944,196	4,284,997	4,601,215	4,957,796	5,131,169	5,261,356	5,415,016	5,613,407	5,746,669	5,917,949
Depreciation & Amortisation	3,775,398	3,888,660	4,005,320	4,125,479	4,249,244	4,376,721	4,508,023	4,643,263	4,782,561	4,926,038
Other Expenses	1,271,229	1,309,332	1,348,394	1,415,846	1,430,512	1,473,427	1,517,630	1,593,159	1,610,053	1,658,355
Operational Savings	0	-102,986	-215,780	-340,759	-350,899	-361,327	-371,436	-385,231	-394,141	-406,607
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	13,740,599	14,216,090	14,681,129	15,296,284	15,774,665	16,241,291	16,693,832	17,256,900	17,664,805	18,256,972
NET OPERATING RESULT FOR THE YEAR	-1,389,716	-1,128,320	-923,045	-907,433	-952,355	-981,323	-983,124	-1,083,332	-1,014,648	-1,116,094
Net Operating Result before capital grants & cont	-1,469,716	-1,210,720	-1,077,917	-994,852	-1,042,396	-1,074,065	-1,078,648	-1,181,722	-1,115,989	-1,220,476

GENERAL FUND
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,660,226	2,398,525	2,675,091	2,788,749	3,611,202	3,047,250	3,680,035	4,118,088	4,515,053	3,704,697
Receivables	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456	1,270,456
Inventories	1,168,318	1,442,318	1,306,318	1,686,318	1,660,318	1,728,318	1,700,318	1,562,318	1,488,318	1,475,318
Total Current Assets	5,099,000	5,111,299	5,251,865	5,745,523	6,541,976	6,046,024	6,650,809	6,950,862	7,273,827	6,450,471
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041	325,041
Infrastructure, Property, Plant & Equipment	294,620,259	293,327,791	291,886,257	291,138,791	289,805,963	289,272,170	287,619,838	285,953,819	284,314,088	284,424,342
Total Non Current Assets	294,945,300	293,652,832	292,211,298	291,463,832	290,131,004	289,597,211	287,944,879	286,278,860	284,639,129	284,749,383
TOTAL ASSETS	300,044,300	298,764,131	297,463,163	297,209,356	296,672,980	295,643,234	294,595,687	293,229,722	291,912,955	291,199,854
LIABILITIES										
Current Liabilities										
Payables	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356	1,083,356
Overdraft Facility	0	0	0	0	0	0	0	0	0	-92,945
Borrowings	474,441	377,923	346,374	244,020	298,423	264,423	282,633	302,119	349,063	126,027
Provisions	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030	2,562,030
Total Current Liabilities	4,119,827	4,023,309	3,991,760	3,889,406	3,943,809	3,909,809	3,928,019	3,947,505	3,994,449	3,678,468
Non Current Liabilities										
Borrowings	929,682	874,351	527,977	1,283,957	1,645,534	1,631,111	1,548,478	1,246,359	897,296	1,616,269
Provisions	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033	532,033
Total Non Current Liabilities	1,461,715	1,406,384	1,060,010	1,815,990	2,177,567	2,163,144	2,080,511	1,778,392	1,429,329	2,148,302
TOTAL LIABILITIES	5,581,542	5,429,693	5,051,770	5,705,396	6,121,376	6,072,953	6,008,530	5,725,897	5,423,778	5,826,770
NET ASSETS	294,462,758	293,334,438	292,411,393	291,503,960	290,551,604	289,570,281	288,587,157	287,503,825	286,489,177	285,373,084
EQUITY										
Retained Earnings	47,122,034	45,993,714	45,070,669	44,163,235	43,210,880	42,229,557	41,246,433	40,163,101	39,148,453	38,032,360
Revaluation Reserves	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724	247,340,724
TOTAL EQUITY	294,462,758	293,334,438	292,411,393	291,503,959	290,551,604	289,570,281	288,587,157	287,503,825	286,489,177	285,373,084

GENERAL FUND
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	3,904,677	4,266,417	4,663,547	5,099,583	5,251,791	5,408,565	5,570,042	5,736,363	5,907,674	6,084,124
User Charges & Fees	3,139,729	3,230,808	3,325,722	3,423,828	3,533,502	3,637,707	3,745,038	3,855,590	3,969,457	4,086,741
Interest & Investment Revenue	81,934	84,392	86,924	89,531	92,217	94,984	97,833	100,768	103,792	106,905
Grants & Contributions	4,823,949	5,097,794	5,265,577	5,351,444	5,511,987	5,677,347	5,847,667	6,023,097	6,203,790	6,389,904
Other	400,594	408,359	416,314	424,463	432,812	441,365	450,127	457,750	465,445	473,205
Payments:										
Employee Costs	-4,611,259	-4,683,677	-4,796,258	-4,916,846	-5,064,783	-5,237,174	-5,374,278	-5,557,432	-5,702,496	-5,895,929
Materials & Contracts	-3,804,196	-4,476,608	-4,292,590	-5,065,189	-4,824,450	-5,040,294	-5,089,867	-5,167,222	-5,357,356	-5,579,664
Borrowing Costs	-138,517	-131,814	-102,566	-152,923	-179,677	-181,675	-176,035	-157,825	-138,339	-183,987
Other	-1,271,229	-1,309,332	-1,348,394	-1,415,846	-1,430,512	-1,473,427	-1,517,630	-1,593,159	-1,610,053	-1,658,355
Net Cash provided (or used in) Operating Activities	2,525,682	2,486,340	3,218,275	2,838,046	3,322,889	3,327,398	3,552,899	3,697,931	3,841,914	3,822,944
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	314,000	761,000	437,200	282,000	241,400	466,000	202,200	280,000	392,200	594,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-3,844,771	-3,357,193	-3,000,985	-3,660,014	-3,157,815	-4,308,928	-3,057,891	-3,257,244	-3,535,031	-5,630,293
Net Cash provided (or used in) Investing Activities	-3,530,771	-2,596,193	-2,563,785	-3,378,014	-2,916,415	-3,842,928	-2,855,691	-2,977,244	-3,142,831	-5,036,293
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	300,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	-409,065	-451,849	-377,923	-346,374	-244,020	-298,423	-264,423	-282,633	-302,119	-349,063
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-409,065	-151,849	-377,923	653,626	415,980	-48,423	-64,423	-282,633	-302,119	495,937
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-1,414,154	-261,702	276,566	113,658	822,453	-563,953	632,785	438,054	396,964	-717,411
plus Cash & Equivalents at beginning of year	4,074,380	2,660,226	2,398,525	2,675,091	2,788,749	3,611,202	3,047,250	3,680,035	4,118,089	4,515,053
CASH & EQUIVALENTS AT YEAR END	2,660,226	2,398,525	2,675,091	2,788,749	3,611,202	3,047,250	3,680,035	4,118,089	4,515,053	3,797,642
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	2,660,226	2,398,525	2,675,091	2,788,749	3,611,202	3,047,250	3,680,035	4,118,089	4,515,053	3,797,642

GENERAL FUND
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	84.59%	78.68%	88.67%	95.69%	121.64%	103.83%	124.62%	138.54%	149.53%	132.48%
Debt Service Ratio Maintain at or below 5%	5.31%	5.42%	4.26%	4.23%	3.51%	3.88%	3.48%	3.41%	3.33%	3.94%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	31.61%	31.31%	31.29%	31.47%	31.35%	31.47%	31.49%	31.50%	31.51%	31.52%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	5.84%	5.53%	5.22%	4.93%	4.94%	4.94%	4.94%	4.94%	4.94%	4.94%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	91.83%	47.22%	47.17%	67.91%	89.70%	82.67%	62.24%	61.43%	61.28%	88.89%
Surplus Operating Result Achieve surplus results on a regular basis	-1,389,716	-1,128,320	-923,045	-907,433	-952,355	-981,323	-983,124	-1,083,332	-1,014,648	-1,116,094
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	3.40%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Proposed Additional Rate Increases	0.00%	7.00%	7.00%	7.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	300,000	0	1,000,000	660,000	250,000	200,000	0	0	845,000
Increase above CPI in Rural Roads Expenditure	0	206,000	424,360	655,636	675,305	695,564	716,431	737,924	760,062	782,864
Increase in Rural Roads Renewls Expenditure	0	0	0	455,000	455,000	455,000	455,000	455,000	455,000	455,000
Reductions in Current Service Levels	0	102,986	215,780	340,759	350,899	361,327	371,436	385,231	394,141	406,607

WATER SUPPLY
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	291,747	301,958	312,527	323,465	334,786	346,504	358,632	371,184	384,175	397,621
User Charges & Fees	444,684	460,207	476,272	492,898	510,105	527,913	546,343	565,416	585,155	605,584
Interest & Investment Revenue	70,663	72,783	74,966	77,215	79,532	81,918	84,375	86,907	89,514	92,199
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Pur	13,025	13,481	13,953	14,441	14,946	15,470	16,011	16,571	17,151	17,752
Grants & Contributions provided for Capital Purpos	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	820,119	848,429	877,718	908,020	939,370	971,804	1,005,361	1,040,077	1,075,995	1,113,156
Expenses from Continuing Operations										
Employee Costs	215,000	221,450	228,094	234,936	241,984	249,244	256,721	264,423	272,356	280,526
Borrowing Costs	0	17,738	16,263	14,840	13,250	11,570	9,836	8,070	6,040	3,955
Materials & Contracts	242,841	250,126	257,630	265,359	273,320	281,519	289,965	298,664	307,624	316,852
Depreciation & Amortisation	269,496	277,581	285,908	294,486	303,320	312,420	321,792	331,446	341,389	351,631
Other Expenses	156,465	161,159	165,994	170,974	176,103	181,386	186,827	192,432	198,205	204,151
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	883,802	928,054	953,889	980,594	1,007,977	1,036,139	1,065,142	1,095,035	1,125,614	1,157,116
NET OPERATING RESULT FOR THE YEAR	-63,683	-79,625	-76,171	-72,574	-68,607	-64,334	-59,781	-54,957	-49,618	-43,960
Net Operating Result before capital grants & cont	-63,683	-79,625	-76,171	-72,574	-68,607	-64,334	-59,781	-54,957	-49,618	-43,960

WATER SUPPLY
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240	1,145,536
Receivables	118,758	118,758	118,758	118,758	118,758	118,758	118,758	118,758	118,758	118,758
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,215,361	2,170,725	2,136,396	1,632,816	1,720,449	1,439,773	1,091,290	1,115,518	1,072,998	1,264,294
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	10,126,515	10,368,934	10,303,026	10,708,540	10,525,220	10,712,800	10,971,008	10,859,562	10,818,173	10,546,541
Total Non Current Assets	10,126,515	10,368,934	10,303,026	10,708,540	10,525,220	10,712,800	10,971,008	10,859,562	10,818,173	10,546,541
TOTAL ASSETS	12,341,876	12,539,659	12,439,421	12,341,356	12,245,669	12,152,574	12,062,298	11,975,080	11,891,170	11,810,835
LIABILITIES										
Current Liabilities										
Payables	71,263	71,263	71,263	71,263	71,263	71,263	71,263	71,263	71,263	71,263
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	24,067	25,491	27,080	28,761	30,494	32,261	34,291	36,375	38,588
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	71,263	95,330	96,754	98,343	100,024	101,757	103,524	105,554	107,638	109,851
Non Current Liabilities										
Borrowings	0	253,341	227,850	200,770	172,009	141,515	109,254	74,963	38,588	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	253,341	227,850	200,770	172,009	141,515	109,254	74,963	38,588	0
TOTAL LIABILITIES	71,263	348,671	324,604	299,113	272,033	243,272	212,778	180,517	146,226	109,851
NET ASSETS	12,270,613	12,190,988	12,114,817	12,042,243	11,973,636	11,909,302	11,849,520	11,794,563	11,744,944	11,700,984
EQUITY										
Retained Earnings	10,765,749	10,686,124	10,609,953	10,537,379	10,468,772	10,404,438	10,344,656	10,289,699	10,240,080	10,196,120
Revaluation Reserves	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864	1,504,864
TOTAL EQUITY	12,270,613	12,190,988	12,114,817	12,042,243	11,973,636	11,909,302	11,849,520	11,794,563	11,744,944	11,700,984

WATER SUPPLY
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	291,747	301,958	312,527	323,465	334,786	346,504	358,632	371,184	384,175	397,621
User Charges & Fees	444,684	460,207	476,272	492,898	510,105	527,913	546,343	565,416	585,155	605,584
Interest & Investment Revenue	70,663	72,783	74,966	77,215	79,532	81,918	84,375	86,907	89,514	92,199
Grants & Contributions	13,025	13,481	13,953	14,441	14,946	15,470	16,011	16,571	17,151	17,752
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-215,000	-221,450	-228,094	-234,936	-241,984	-249,244	-256,721	-264,423	-272,356	-280,526
Materials & Contracts	-242,841	-250,126	-257,630	-265,359	-273,320	-281,519	-289,965	-298,664	-307,624	-316,852
Borrowing Costs	0	-17,738	-16,263	-14,840	-13,250	-11,570	-9,836	-8,070	-6,040	-3,955
Other	-156,465	-161,159	-165,994	-170,974	-176,103	-181,386	-186,827	-192,432	-198,205	-204,151
Net Cash provided (or used in) Operating Activities	205,813	197,956	209,738	221,911	234,713	248,085	262,011	276,489	291,771	307,671
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	30,000	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-275,000	-520,000	-220,000	-700,000	-120,000	-500,000	-580,000	-220,000	-300,000	-80,000
Net Cash provided (or used in) Investing Activities	-245,000	-520,000	-220,000	-700,000	-120,000	-500,000	-580,000	-220,000	-300,000	-80,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	300,000	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	-22,592	-24,067	-25,491	-27,080	-28,761	-30,494	-32,261	-34,291	-36,375
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	277,408	-24,067	-25,491	-27,080	-28,761	-30,494	-32,261	-34,291	-36,375
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-39,187	-44,636	-34,329	-503,580	87,633	-280,676	-348,483	24,228	-42,520	191,296
plus Cash & Equivalents at beginning of year	2,135,790	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240
CASH & EQUIVALENTS AT YEAR END	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240	1,145,536
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	2,096,603	2,051,967	2,017,638	1,514,058	1,601,691	1,321,015	972,532	996,760	954,240	1,145,536

WATER SUPPLY
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	2942.06%	2152.49%	2085.33%	1539.57%	1601.31%	1298.21%	939.43%	944.31%	886.53%	1042.81%
Debt Service Ratio Maintain at or below 5%	0.00%	4.75%	4.59%	4.44%	4.29%	4.15%	4.01%	3.88%	3.75%	3.62%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	35.57%	35.59%	35.61%	35.62%	35.64%	35.66%	35.67%	35.69%	35.70%	35.72%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	6.67%	6.64%	6.61%	6.58%	6.55%	6.52%	6.49%	6.46%	6.43%	6.41%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	110.78%	86.04%	83.53%	258.05%	42.95%	173.74%	195.67%	72.06%	95.40%	24.70%
Surplus Operating Result Achieve surplus results on a regular basis	-63,683	-79,625	-76,171	-72,574	-68,607	-64,334	-59,781	-54,957	-49,618	-43,960

KEY SUPPORTING FINANCIAL STRATEGIES

Forecast Rate Increases	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	300,000	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

SEWERAGE SERVICES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	312,399	331,143	351,012	372,072	394,397	418,060	443,144	469,733	497,917	527,792
User Charges & Fees	363,591	399,950	439,945	483,940	532,334	585,567	644,124	708,536	779,390	857,329
Interest & Investment Revenue	4,157	4,573	8,500	12,000	8,000	25,000	40,000	60,000	75,000	75,000
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Pur	12,753	13,518	14,329	15,189	16,100	17,066	18,090	19,176	20,326	21,546
Grants & Contributions provided for Capital Purpos	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	692,900	749,184	813,786	883,201	950,830	1,045,694	1,145,358	1,257,444	1,372,632	1,481,666
Expenses from Continuing Operations										
Employee Costs	228,547	241,308	255,042	269,837	285,791	303,009	321,608	341,716	363,474	387,034
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	157,300	183,124	211,833	243,725	279,128	318,401	361,943	410,190	463,624	522,773
Depreciation & Amortisation	345,806	349,264	352,757	356,284	359,847	363,446	367,080	370,751	374,458	378,203
Other Expenses	117,500	129,250	142,175	156,393	172,032	189,235	208,158	228,974	251,872	277,059
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	849,153	902,946	961,807	1,026,239	1,096,797	1,174,091	1,258,790	1,351,632	1,453,427	1,565,069
NET OPERATING RESULT FOR THE YEAR	-156,253	-153,762	-148,021	-143,038	-145,967	-128,397	-113,432	-94,187	-80,795	-83,403
Net Operating Result before capital grants & cont	-156,253	-153,762	-148,021	-143,038	-145,967	-128,397	-113,432	-94,187	-80,795	-83,403

SEWERAGE SERVICES
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506	1,083,306
Receivables	54,792	54,792	54,792	54,792	54,792	54,792	54,792	54,792	54,792	54,792
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	577,010	642,512	677,248	580,494	744,374	809,423	953,071	1,069,634	1,103,298	1,138,098
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	7,743,291	7,524,027	7,341,270	7,294,986	6,985,139	6,791,693	6,534,613	6,323,862	6,209,404	6,091,201
Total Non Current Assets	7,743,291	7,524,027	7,341,270	7,294,986	6,985,139	6,791,693	6,534,613	6,323,862	6,209,404	6,091,201
TOTAL ASSETS	8,320,301	8,166,539	8,018,518	7,875,480	7,729,513	7,601,116	7,487,684	7,393,497	7,312,702	7,229,299
LIABILITIES										
Current Liabilities										
Payables	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711	43,711
NET ASSETS	8,276,590	8,122,828	7,974,807	7,831,769	7,685,802	7,557,405	7,443,973	7,349,786	7,268,991	7,185,588
EQUITY										
Retained Earnings	5,909,030	5,755,268	5,607,247	5,464,209	5,318,242	5,189,845	5,076,413	4,982,226	4,901,431	4,818,028
Revaluation Reserves	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560	2,367,560
TOTAL EQUITY	8,276,590	8,122,828	7,974,807	7,831,769	7,685,802	7,557,405	7,443,973	7,349,786	7,268,991	7,185,588

SEWERAGE SERVICES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	312,399	331,143	351,012	372,072	394,397	418,060	443,144	469,733	497,917	527,792
User Charges & Fees	363,591	399,950	439,945	483,940	532,334	585,567	644,124	708,536	779,390	857,329
Interest & Investment Revenue	4,157	4,573	8,500	12,000	8,000	25,000	40,000	60,000	75,000	75,000
Grants & Contributions	12,753	13,518	14,329	15,189	16,100	17,066	18,090	19,176	20,326	21,546
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-228,547	-241,308	-255,042	-269,837	-285,791	-303,009	-321,608	-341,716	-363,474	-387,034
Materials & Contracts	-157,300	-183,124	-211,833	-243,725	-279,128	-318,401	-361,943	-410,190	-463,624	-522,773
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-117,500	-129,250	-142,175	-156,393	-172,032	-189,235	-208,158	-228,974	-251,872	-277,059
Net Cash provided (or used in) Operating Activities	189,553	195,502	204,736	213,246	213,880	235,048	253,648	276,563	293,663	294,800
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-145,000	-130,000	-170,000	-310,000	-50,000	-170,000	-110,000	-160,000	-260,000	-260,000
Net Cash provided (or used in) Investing Activities	-145,000	-130,000	-170,000	-310,000	-50,000	-170,000	-110,000	-160,000	-260,000	-260,000
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	44,553	65,502	34,736	-96,754	163,880	65,048	143,648	116,563	33,663	34,800
plus Cash & Equivalents at beginning of year	477,665	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506
CASH & EQUIVALENTS AT YEAR END	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506	1,083,306
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	522,218	587,720	622,456	525,702	689,582	754,631	898,279	1,014,842	1,048,506	1,083,306

SEWERAGE SERVICES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	1194.71%	1344.56%	1424.03%	1202.68%	1577.59%	1726.41%	2055.04%	2321.71%	2398.72%	2478.34%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	35.57%	35.59%	35.61%	35.62%	35.64%	35.66%	35.67%	35.69%	35.70%	35.72%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	6.31%	6.14%	5.98%	5.82%	5.66%	5.51%	5.36%	5.22%	5.08%	4.94%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	42.47%	36.96%	46.93%	83.09%	13.01%	42.95%	26.98%	38.10%	60.11%	58.36%
Surplus Operating Result Achieve surplus results on a regular basis	-156,253	-153,762	-148,021	-143,038	-145,967	-128,397	-113,432	-94,187	-80,795	-83,403
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

ORANA LIFESTYLE DIRECTIONS
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	171,368	176,509	181,804	187,258	192,876	198,662	204,622	210,761	217,084	223,596
Interest & Investment Revenue	42,620	43,899	45,216	46,572	47,969	49,408	50,891	52,417	53,990	55,609
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purpos	2,971,555	3,060,702	3,152,523	3,247,098	3,344,511	3,444,847	3,548,192	3,654,638	3,764,277	3,877,205
Grants & Contributions provided for Capital Purpos	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	3,185,543	3,281,109	3,379,543	3,480,929	3,585,357	3,692,917	3,803,705	3,917,816	4,035,351	4,156,411
Expenses from Continuing Operations										
Employee Costs	2,853,282	2,938,880	3,027,047	3,117,858	3,211,394	3,307,736	3,406,968	3,509,177	3,614,452	3,722,886
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	166,659	171,659	176,809	182,113	187,576	193,203	199,000	204,970	211,119	217,452
Depreciation & Amortisation	59,966	61,765	63,618	65,526	67,492	69,517	71,603	73,751	75,963	78,242
Other Expenses	40,402	41,614	42,862	44,148	45,473	46,837	48,242	49,689	51,180	52,715
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	3,120,309	3,213,918	3,310,336	3,409,646	3,511,935	3,617,293	3,725,812	3,837,586	3,952,714	4,071,296
NET OPERATING RESULT FOR THE YEAR	65,234	67,191	69,207	71,283	73,421	75,624	77,893	80,230	82,636	85,116
Net Operating Result before capital grants & cont	65,234	67,191	69,207	71,283	73,421	75,624	77,893	80,230	82,636	85,116

ORANA LIFESTYLE DIRECTIONS
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260	1,301,448
Receivables	48,889	48,889	48,889	48,889	48,889	48,889	48,889	48,889	48,889	48,889
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	1,206,662	1,258,646	1,313,239	1,295,519	1,355,569	1,418,469	1,209,307	1,278,170	1,350,149	1,350,337
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	1,692,575	1,707,783	1,722,396	1,811,398	1,824,771	1,837,494	2,124,549	2,135,916	2,146,574	2,231,501
Total Non Current Assets	1,692,575	1,707,783	1,722,396	1,811,398	1,824,771	1,837,494	2,124,549	2,135,916	2,146,574	2,231,501
TOTAL ASSETS	2,899,237	2,966,428	3,035,635	3,106,918	3,180,339	3,255,963	3,333,856	3,414,086	3,496,722	3,581,838
LIABILITIES										
Current Liabilities										
Payables	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256
NET ASSETS	2,894,981	2,962,172	3,031,379	3,102,662	3,176,083	3,251,707	3,329,600	3,409,830	3,492,466	3,577,582
EQUITY										
Retained Earnings	2,378,702	2,445,893	2,515,100	2,586,383	2,659,804	2,735,428	2,813,321	2,893,551	2,976,187	3,061,303
Revaluation Reserves	516,279	516,279	516,279	516,279	516,279	516,279	516,279	516,279	516,279	516,279
TOTAL EQUITY	2,894,981	2,962,172	3,031,379	3,102,662	3,176,083	3,251,707	3,329,600	3,409,830	3,492,466	3,577,582

ORANA LIFESTYLE DIRECTIONS
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	171,368	176,509	181,804	187,258	192,876	198,662	204,622	210,761	217,084	223,596
Interest & Investment Revenue	42,620	43,899	45,216	46,572	47,969	49,408	50,891	52,417	53,990	55,609
Grants & Contributions	2,971,555	3,060,702	3,152,523	3,247,098	3,344,511	3,444,847	3,548,192	3,654,638	3,764,277	3,877,205
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-2,853,282	-2,938,880	-3,027,047	-3,117,858	-3,211,394	-3,307,736	-3,406,968	-3,509,177	-3,614,452	-3,722,886
Materials & Contracts	-166,659	-171,659	-176,809	-182,113	-187,576	-193,203	-199,000	-204,970	-211,119	-217,452
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-40,402	-41,614	-42,862	-44,148	-45,473	-46,837	-48,242	-49,689	-51,180	-52,715
Net Cash provided (or used in) Operating Activities	125,200	128,956	132,825	136,809	140,914	145,141	149,495	153,980	158,600	163,358
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	25,000	25,000	40,000	25,000	25,000	40,000	25,000	25,000	40,000
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-45,750	-101,973	-103,232	-194,529	-105,864	-107,240	-398,658	-110,117	-111,621	-203,170
Net Cash provided (or used in) Investing Activities	-45,750	-76,973	-78,232	-154,529	-80,864	-82,240	-358,658	-85,117	-86,621	-163,170
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	79,450	51,984	54,593	-17,719	60,049	62,901	-209,162	68,863	71,979	188
plus Cash & Equivalents at beginning of year	1,078,323	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260
CASH & EQUIVALENTS AT YEAR END	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260	1,301,448
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	1,157,773	1,209,757	1,264,350	1,246,630	1,306,680	1,369,580	1,160,418	1,229,281	1,301,260	1,301,448

ORANA LIFESTYLE DIRECTIONS
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	27203.31%	28424.73%	29707.46%	29291.13%	30702.06%	32179.99%	27265.46%	28883.48%	30574.71%	30579.13%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%	311.18%
Surplus Operating Result Achieve surplus results on a regular basis	65,234	67,191	69,207	71,283	73,421	75,624	77,893	80,230	82,636	85,116
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

CARLGINDA ENTERPRISES
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	0	0	0	0	0	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Other Revenues	280,448	288,861	297,527	306,453	315,646	325,116	334,869	344,915	355,263	365,920
Grants & Contributions provided for Operating Pur	241,595	248,843	256,308	263,997	271,917	280,075	288,477	297,131	306,045	315,227
Grants & Contributions provided for Capital Purpos	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	522,043	537,704	553,835	570,450	587,563	605,190	623,346	642,046	661,308	681,147
Expenses from Continuing Operations										
Employee Costs	425,312	438,071	451,213	464,750	478,692	493,053	507,845	523,080	538,772	554,935
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	90,706	93,427	96,230	99,117	102,091	105,153	108,308	111,557	114,904	118,351
Depreciation & Amortisation	15,286	15,745	16,217	16,703	17,205	17,721	18,252	18,800	19,364	19,945
Other Expenses	9,801	10,095	10,398	10,710	11,031	11,362	11,703	12,054	12,416	12,788
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	541,105	557,338	574,059	591,280	609,019	627,289	646,108	665,491	685,456	706,020
NET OPERATING RESULT FOR THE YEAR	-19,063	-19,635	-20,224	-20,830	-21,455	-22,099	-22,762	-23,445	-24,148	-24,873
Net Operating Result before capital grants & cont	-19,063	-19,635	-20,224	-20,830	-21,455	-22,099	-22,762	-23,445	-24,148	-24,873

CARLGINDA ENTERPRISES
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	103,533	84,193	64,273	43,755	22,622	854	0	0	0	0
Receivables	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703	6,703
Inventories	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943	41,943
Total Current Assets	152,179	132,839	112,919	92,401	71,268	49,500	48,646	48,646	48,646	48,646
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	168,585	168,290	167,987	167,674	167,353	167,021	166,680	166,328	165,965	165,592
Total Non Current Assets	168,585	168,290	167,987	167,674	167,353	167,021	166,680	166,328	165,965	165,592
TOTAL ASSETS	320,764	301,130	280,906	260,076	238,620	216,521	215,326	214,974	214,611	214,238
LIABILITIES										
Current Liabilities										
Payables	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157	1,157
Overdraft Facility	0	0	0	0	0	0	21,566	44,659	68,445	92,945
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	1,157	1,157	1,157	1,157	1,157	1,157	22,723	45,816	69,602	94,102
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	1,157	1,157	1,157	1,157	1,157	1,157	22,723	45,816	69,602	94,102
NET ASSETS	319,607	299,973	279,749	258,919	237,463	215,364	192,602	169,158	145,009	120,137
EQUITY										
Retained Earnings	319,607	299,972	279,749	258,918	237,463	215,364	192,602	169,157	145,009	120,137
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	319,607	299,972	279,749	258,918	237,463	215,364	192,602	169,157	145,009	120,137

CARLGINDA ENTERPRISES
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	0	0	0	0	0	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0	0	0	0	0	0
Grants & Contributions	241,595	248,843	256,308	263,997	271,917	280,075	288,477	297,131	306,045	315,227
Other	280,448	288,861	297,527	306,453	315,646	325,116	334,869	344,915	355,263	365,920
Payments:										
Employee Costs	-425,312	-438,071	-451,213	-464,750	-478,692	-493,053	-507,845	-523,080	-538,772	-554,935
Materials & Contracts	-90,706	-93,427	-96,230	-99,117	-102,091	-105,153	-108,308	-111,557	-114,904	-118,351
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-9,801	-10,095	-10,398	-10,710	-11,031	-11,362	-11,703	-12,054	-12,416	-12,788
Net Cash provided (or used in) Operating Activities	-3,777	-3,890	-4,007	-4,127	-4,251	-4,378	-4,510	-4,645	-4,784	-4,928
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-15,000	-15,450	-15,914	-16,391	-16,883	-17,389	-17,911	-18,448	-19,002	-19,572
Net Cash provided (or used in) Investing Activities	-15,000	-15,450	-15,914	-16,391	-16,883	-17,389	-17,911	-18,448	-19,002	-19,572
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	-18,777	-19,340	-19,920	-20,518	-21,133	-21,767	-22,420	-23,093	-23,786	-24,499
plus Cash & Equivalents at beginning of year	122,310	103,533	84,193	64,273	43,755	22,622	854	-21,566	-44,659	-68,445
CASH & EQUIVALENTS AT YEAR END	103,533	84,193	64,273	43,755	22,622	854	-21,566	-44,659	-68,445	-92,945
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	103,533	84,193	64,273	43,755	22,622	854	-21,566	-44,659	-68,445	-92,945

CARLGINDA ENTERPRISES
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	8948.42%	7276.85%	5555.14%	3781.77%	1955.20%	73.83%	0.00%	0.00%	0.00%	0.00%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Surplus Operating Result Achieve surplus results on a regular basis	-19,063	-19,635	-20,224	-20,830	-21,455	-22,099	-22,762	-23,445	-24,148	-24,873
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

COOEE LODGE
PROJECTED INCOME & EXPENDITURE STATEMENT

10 Year Period 2013/14 to 2022/23

Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	1,181,435	1,231,818	1,268,773	1,306,836	1,346,041	1,386,422	1,428,015	1,470,855	1,514,981	1,560,430
Interest & Investment Revenue	147,560	156,313	161,002	165,832	170,807	175,931	181,209	186,646	192,245	198,012
Other Revenues	174,374	179,605	184,993	190,543	196,259	202,147	208,212	214,458	220,892	227,519
Grants & Contributions provided for Operating Purp	1,600,070	1,648,072	1,697,514	1,748,439	1,800,893	1,854,919	1,910,567	1,967,884	2,026,921	2,087,728
Grants & Contributions provided for Capital Purpos	0	0	0	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	3,103,439	3,215,808	3,312,282	3,411,651	3,514,000	3,619,420	3,728,003	3,839,843	3,955,038	4,073,690
Expenses from Continuing Operations										
Employee Costs	2,080,973	2,143,402	2,207,704	2,273,935	2,342,153	2,412,418	2,484,791	2,559,334	2,636,114	2,715,198
Borrowing Costs	39,329	35,853	32,496	29,040	25,099	20,973	16,651	11,842	6,840	1,418
Materials & Contracts	631,673	657,018	669,929	689,922	717,014	731,725	753,571	782,574	799,251	823,123
Depreciation & Amortisation	173,525	178,731	184,093	189,615	195,304	201,163	207,198	213,414	219,816	226,411
Other Expenses	192,759	198,542	204,498	210,633	216,952	223,461	230,164	237,069	244,181	251,507
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	3,118,259	3,213,546	3,298,720	3,393,145	3,496,523	3,589,739	3,692,375	3,804,233	3,906,203	4,017,657
NET OPERATING RESULT FOR THE YEAR	-14,820	2,262	13,563	18,505	17,478	29,681	35,628	35,610	48,836	56,033
Net Operating Result before capital grants & cont	-14,820	2,262	13,563	18,505	17,478	29,681	35,628	35,610	48,836	56,033

COOEE LODGE
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497	8,586,749
Receivables	703,405	703,405	703,405	703,405	703,405	703,405	703,405	703,405	703,405	703,405
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	4,916,076	5,149,719	5,645,544	6,147,219	6,648,802	7,163,551	7,685,239	8,207,932	8,744,902	9,290,154
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	16,940,468	17,161,087	17,130,825	17,099,655	17,067,550	17,034,482	17,000,421	16,965,339	16,929,204	16,891,986
Total Non Current Assets	16,940,468	17,161,087	17,130,825	17,099,655	17,067,550	17,034,482	17,000,421	16,965,339	16,929,204	16,891,986
TOTAL ASSETS	21,856,544	22,310,806	22,776,369	23,246,874	23,716,352	24,198,033	24,685,661	25,173,271	25,674,106	26,182,139
LIABILITIES										
Current Liabilities										
Payables	10,535,044	11,035,044	11,535,044	12,035,044	12,535,044	13,035,044	13,535,044	14,035,044	14,535,044	15,035,044
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	10,583,044	11,083,044	11,583,044	12,083,044	12,583,044	13,083,044	13,583,044	14,083,044	14,583,044	15,083,044
Non Current Liabilities										
Borrowings	489,438	441,438	393,438	345,438	297,438	249,438	201,438	153,438	105,438	57,438
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	489,438	441,438	393,438	345,438	297,438	249,438	201,438	153,438	105,438	57,438
TOTAL LIABILITIES	11,072,482	11,524,482	11,976,482	12,428,482	12,880,482	13,332,482	13,784,482	14,236,482	14,688,482	15,140,482
NET ASSETS	10,784,062	10,786,324	10,799,887	10,818,392	10,835,870	10,865,551	10,901,179	10,936,789	10,985,624	11,041,657
EQUITY										
Retained Earnings	4,582,843	4,585,105	4,598,668	4,617,173	4,634,651	4,664,332	4,699,960	4,735,570	4,784,406	4,840,439
Revaluation Reserves	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219	6,201,219
TOTAL EQUITY	10,784,062	10,786,324	10,799,887	10,818,392	10,835,870	10,865,551	10,901,179	10,936,789	10,985,625	11,041,658

COOEE LODGE
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	1,181,435	1,231,818	1,268,773	1,306,836	1,346,041	1,386,422	1,428,015	1,470,855	1,514,981	1,560,430
Interest & Investment Revenue	147,560	156,313	161,002	165,832	170,807	175,931	181,209	186,646	192,245	198,012
Grants & Contributions	1,600,070	1,648,072	1,697,514	1,748,439	1,800,893	1,854,919	1,910,567	1,967,884	2,026,921	2,087,728
Other	174,374	179,605	184,993	190,543	196,259	202,147	208,212	214,458	220,892	227,519
Payments:										
Employee Costs	-2,080,973	-2,143,402	-2,207,704	-2,273,935	-2,342,153	-2,412,418	-2,484,791	-2,559,334	-2,636,114	-2,715,198
Materials & Contracts	-631,673	-657,018	-669,929	-689,922	-717,014	-731,725	-753,571	-782,574	-799,251	-823,123
Borrowing Costs	-39,329	-35,853	-32,496	-29,040	-25,099	-20,973	-16,651	-11,842	-6,840	-1,418
Other	-192,759	-198,542	-204,498	-210,633	-216,952	-223,461	-230,164	-237,069	-244,181	-251,507
Net Cash provided (or used in) Operating Activities	158,705	180,993	197,655	208,121	212,782	230,844	242,826	249,024	268,652	282,444
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-355,000	-399,350	-153,831	-158,445	-163,199	-168,095	-173,138	-178,332	-183,682	-189,192
Net Cash provided (or used in) Investing Activities	-355,000	-399,350	-153,831	-158,445	-163,199	-168,095	-173,138	-178,332	-183,682	-189,192
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Payments:										
Repayment of Borrowings & Advances	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000	-48,000
Repayment of Retirement Complex Contributions	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Net Cash provided (or used in) Investing Activities	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000	452,000
NET INCREASE / (DECREASE) IN CASH & EQUIVALE	255,705	233,643	495,825	501,675	501,583	514,749	521,688	522,692	536,970	545,252
plus Cash & Equivalents at beginning of year	3,956,966	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497
CASH & EQUIVALENTS AT YEAR END	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497	8,586,749
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	4,212,671	4,446,314	4,942,139	5,443,814	5,945,397	6,460,146	6,981,834	7,504,527	8,041,497	8,586,749

COOEE LODGE
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	39.81%	40.12%	42.67%	45.05%	47.25%	49.38%	51.40%	53.29%	55.14%	56.93%
Debt Service Ratio Maintain at or below 5%	5.81%	5.35%	4.98%	4.63%	4.27%	3.91%	3.56%	3.20%	2.84%	2.49%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%	63.14%
Surplus Operating Result Achieve surplus results on a regular basis	-14,820	2,262	13,563	18,505	17,478	29,681	35,628	35,610	48,836	56,033
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewals Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0

JACK TOWNEY HOSTEL
PROJECTED INCOME & EXPENDITURE STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Income from Continuing Operations										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	160,201	165,007	169,957	175,056	180,308	185,717	191,288	197,027	202,938	209,026
Interest & Investment Revenue	6,551	6,748	6,950	7,158	7,373	7,594	7,822	8,057	8,299	8,548
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Pur	530,112	546,015	562,396	579,268	596,646	614,545	632,981	651,971	671,530	691,676
Grants & Contributions provided for Capital Purpos	0	0	100,000	0	0	0	0	0	0	0
Net gains from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	696,864	717,770	839,303	761,482	784,327	807,856	832,092	857,055	882,766	909,249
Expenses from Continuing Operations										
Employee Costs	405,136	417,290	429,809	442,703	455,984	469,664	483,754	498,266	513,214	528,611
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	128,408	132,260	136,228	140,315	144,524	148,860	153,326	157,926	162,663	167,543
Depreciation & Amortisation	11,822	12,177	12,542	12,918	13,306	13,705	14,116	14,540	14,976	15,425
Other Expenses	46,243	47,630	49,059	50,531	52,047	53,608	55,217	56,873	58,579	60,337
Operational Savings	0	0	0	0	0	0	0	0	0	0
Net losses from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	591,609	609,357	627,638	646,467	665,861	685,837	706,412	727,604	749,433	771,916
NET OPERATING RESULT FOR THE YEAR	105,255	108,413	211,665	115,015	118,465	122,019	125,680	129,450	133,334	137,334
Net Operating Result before capital grants & cont	105,255	108,413	111,665	115,015	118,465	122,019	125,680	129,450	133,334	137,334

JACK TOWNEY HOSTEL
PROJECTED BALANCE SHEET
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
ASSETS										
Current Assets										
Cash & Cash Equivalents	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395
Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Total Current Assets	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395
Non Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	228,200	237,241	346,554	356,146	366,026	376,202	386,683	397,479	408,599	420,052
Total Non Current Assets	228,200	237,241	346,554	356,146	366,026	376,202	386,683	397,479	408,599	420,052
TOTAL ASSETS	583,071	691,484	903,149	1,018,164	1,136,629	1,258,648	1,384,328	1,513,779	1,647,113	1,784,447
LIABILITIES										
Current Liabilities										
Payables	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414
Overdraft Facility	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414
Non Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non Current Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414	122,414
NET ASSETS	460,657	569,070	780,735	895,750	1,014,215	1,136,234	1,261,914	1,391,365	1,524,699	1,662,033
EQUITY										
Retained Earnings	460,657	569,070	780,735	895,750	1,014,215	1,136,234	1,261,914	1,391,365	1,524,699	1,662,033
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	460,657	569,070	780,735	895,750	1,014,215	1,136,234	1,261,914	1,391,365	1,524,699	1,662,033

JACK TOWNEY HOSTEL
PROJECTED CASH FLOW STATEMENT
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	160,201	165,007	169,957	175,056	180,308	185,717	191,288	197,027	202,938	209,026
Interest & Investment Revenue	6,551	6,748	6,950	7,158	7,373	7,594	7,822	8,057	8,299	8,548
Grants & Contributions	530,112	546,015	662,396	579,268	596,646	614,545	632,981	651,971	671,530	691,676
Other	0	0	0	0	0	0	0	0	0	0
Payments:										
Employee Costs	-405,136	-417,290	-429,809	-442,703	-455,984	-469,664	-483,754	-498,266	-513,214	-528,611
Materials & Contracts	-128,408	-132,260	-136,228	-140,315	-144,524	-148,860	-153,326	-157,926	-162,663	-167,543
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	-46,243	-47,630	-49,059	-50,531	-52,047	-53,608	-55,217	-56,873	-58,579	-60,337
Net Cash provided (or used in) Operating Activities	117,077	120,589	224,207	127,933	131,771	135,724	139,796	143,990	148,310	152,759
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Payments:										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equip	-20,600	-21,218	-121,855	-22,510	-23,185	-23,881	-24,597	-25,335	-26,095	-26,878
Net Cash provided (or used in) Investing Activities	-20,600	-21,218	-121,855	-22,510	-23,185	-23,881	-24,597	-25,335	-26,095	-26,878
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Payments:										
Repayment of Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Repayment of Retirement Complex Contributions	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	0	0	0	0	0	0	0	0	0	0
NET INCREASE / (DECREASE) IN CASH & EQUIVALENTS	96,477	99,371	102,352	105,423	108,586	111,843	115,199	118,655	122,214	125,881
plus Cash & Equivalents at beginning of year	258,394	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514
CASH & EQUIVALENTS AT YEAR END	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395
plus Investments on hand at year end	0	0	0	0	0	0	0	0	0	0
TOTAL CASH, EQUIVALENTS & INVESTMENTS	354,871	454,242	556,595	662,018	770,603	882,447	997,645	1,116,300	1,238,514	1,364,395

JACK TOWNEY HOSTEL
PROJECTED KEY FINANCIAL INDICATORS
10 Year Period 2013/14 to 2022/23
Scenario 2

	FORECAST 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21	FORECAST 2021/22	FORECAST 2022/23
Unrestricted Current Ratio Achieve better than 200%	289.89%	371.07%	454.68%	540.80%	629.51%	720.87%	814.98%	911.91%	1011.74%	1114.57%
Debt Service Ratio Maintain at or below 5%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio Achieve 20% or better	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates, Annual & Extra Charges Outstanding % Maintain at or below 7%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Building & Infrastructure Renewals Ratio Achieve 100% or better by 2020/21	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Surplus Operating Result Achieve surplus results on a regular basis	105,255	108,413	211,665	115,015	118,465	122,019	125,680	129,450	133,334	137,334
KEY SUPPORTING FINANCIAL STRATEGIES										
Forecast Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Proposed Additional Rate Increases	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans Raised	0	0	0	0	0	0	0	0	0	0
Increase above CPI in Rural Roads Expenditure	0	0	0	0	0	0	0	0	0	0
Increase in Rural Roads Renewls Expenditure	0	0	0	0	0	0	0	0	0	0
Reductions in Current Service Levels	0	0	0	0	0	0	0	0	0	0