

Long Term Financial Plan 2016/2017 to 2025/2026



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1.0 Introduction

1.1 Overview

Bellingen Shire has a rich and diverse community with a focus on quality of lifestyle. To ensure that our community's ideals and values of a healthy, safe and sustainable shire continue into the future, Bellingen Shire Council (BSC) developed its Bellingen 2030 Community Vision. To support the Community Vision, Council has developed a Long Term Financial Plan that plots how the vision will be translated into reality.

Local Government has faced many challenges over recent years, both from within the Shire and from the wider environment. Rate peg increases set by the NSW Government have often fallen short of inflation over the years, meaning that costs are increasing at a higher rate than revenues. This has meant that Councils across the State have been significantly disadvantaged by rate pegging with the effect that councils have, for an extended period, spent less than is required on asset maintenance and renewals. Many services that were handled by the State or Commonwealth Government have been moved to Local Government without an appropriate funding adjustment, a process known as 'cost shifting'. Increased government reporting requirements, such as asset reporting, have also impacted on costs. From within the Shire, the demand for improved service levels and new services has also increased costs.

All of these impacts have left councils with fewer funds to put towards essential services such as infrastructure maintenance and renewal.

As a result of this, in 2011, the NSW Government began an unprecedented era of change to local government starting with a collaboration of councils from across NSW, from which came the:

- Destination 2036 review;
- Independent Local Government Review;
- NSW Treasury Corp Sustainability Review;
- Local Government Infrastructure Audit;
- Local Government Acts Taskforce;
- introduction of the Integrated Planning and Reporting (IP&R) Framework; and
- Fit for the Future program. The aim of the changes is to build stronger, more viable local governments that are financially sustainable, innovative and strategic.

1.2 Fit for the Future

Fit for the Future is a NSW Government initiative aimed at local government reform. The Fit for the Future process will help councils demonstrate to their communities that they are financially sound, operating efficiently and in a strong position to guide growth and deliver quality services into the future.

The Fit for the Future program provides a roadmap to outline how councils will become 'Fit for the Future'. Councils will be assessed on their ability to be

A Fit for the Future council is one that is:

- Sustainable;
- Efficient;
- Effectively manages infrastructure and delivers services for communities;
- Has the scale and capacity to engage effectively across community, industry and government.

sustainable and efficient, effectively manage infrastructure, deliver services for their communities, and have the scale and capacity to engage effectively across community, industry and government.

What does this mean for Bellingen Shire Council?

The NSW Government set up the Independent Local Government Review Panel in April 2012 to carry out the reforms proposed under the Destination 2036 report. Some of the reforms proposed were:

- Some councils to consider amalgamating to achieve increased scale and capacity;
- Councils to form Joint Organisational Structures to help councils tackle wider regional issues;
- NSW Treasury Corporation to conduct a financial review and provide a financial sustainability assessment of each council.

Regional Joint Organisational Structures were proposed to act as a forum for councils and the State to work together to deliver regional priorities, such as jobs, education, housing, roads and transport. The three core functions of the Joint Organisations (JO's) are:

- Regional strategic planning;
- Working with the State Government;
- Regional leadership and advocacy.

JO's may also decide to undertake such optional functions as regional service delivery and skill sharing.




The Local Government Review Panel has recommended that Bellingen Shire Council retain its independence as a stand-alone council, and become a member of the North Coast Joint Organisation in partnership with three of our neighbouring local councils:

- Nambucca Shire Council;
- Coffs Harbour City Council; and
- Clarence Valley Council.

BSC now needs to demonstrate how it will become sustainable, provide efficient and effective services and continue to meet the needs of our local community. Council has developed an improvement strategy and action plan (roadmap) demonstrating how we can better meet the benchmarks provided by the NSW government. This strategy and action plan was submitted to the Office of Local Government as part of the overall Fit for the Future submission in June 2015.

Council's submission had a strong focus on a number of key financial benchmarks to determine if Council is 'fit for the future'. Council's initial result (as at 30 June 2014) met only two of the seven key Fit for the Future performance indicators. In order to become a 'Fit for the Future' council and receive the benefits offered by the NSW Government, BSC must show that it is effectively addressing asset management and infrastructure backlog issues with a focus on long term sustainability.

BSC's result as at the **30 June 2014** was as follows:

	BENCHMARK	RESULT	MEETS FITF BENCHMARK	
 SUSTAINABILITY	<i>Operating Performance Ratio (greater or equal to break-even average over 3 years)</i>	-0.333	NO	✗
	<i>Own Source Revenue Ratio (greater than 60% average over 3 years)</i>	58.59%	NO	✗
	<i>Building and Infrastructure Asset Renewal Ratio (greater than 100% average over 3 years)</i>	57.58%	NO	✗
 EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT	<i>Infrastructure Backlog Ratio (less than 2%)</i>	6.31%	NO	✗
	<i>Asset Maintenance Ratio (greater than 100% average over 3 years)</i>	125.69%	YES	✓
	<i>Debt Service Ratio (greater than 0 and less than or equal to 20% average over 3 years)</i>	2.90%	YES	✓
 EFFICIENCY	<i>A decrease in Real Operating Expenditure per capita over time</i>	Increasing	NO	✗
OVERALL RESULT				✗

The Fit for the Future Key Performance Indicators (KPIs) / benchmarks are discussed further under Section 6.0 Performance Measures.

Following Bellingen's submission, in December 2015, the Office of Local Government released its key findings and the recommendations for each council across NSW. The results for Bellingen were as follows:

Overall Status:	Not Fit
Scale and capacity:	Satisfies
Financial criteria:	Does not satisfy overall
• Sustainability	Does not satisfy
• Infrastructure and service management	Satisfies
• Efficiency	Satisfies

As per the final report by the Independent Pricing and Regulatory Tribunal (IPART) 'council does not satisfy the sustainability criterion based on its forecast for a negative operating performance ratio' however 'Our analysis has not identified evidence for a better alternative to the council's proposal to stand alone'.

As a result of the above, Council is required to submit a 'Fit for the Future reassessment' by May 2016. This involves preparing new strategies and Long Term Financial Plan forecasts that effectively address Council's budget deficits by achieving a minimum breakeven budget position by the year 2025.

The benefits of becoming a Fit for the Future council are:

- Access to a NSW Treasury Corporation (TCorp) borrowing facility that will save on the cost of borrowing;
- Priority access to other State funding and grants; and
- Eligibility for additional devolved planning powers in relation to the making of local environmental plans and development decisions, and opportunities for further devolving planning powers.

1.3 NSW Treasury Corp Sustainability Assessment

In 2013, the NSW Government engaged NSW Treasury Corp (TCorp) to undertake a financial capacity and sustainability review of all NSW councils. The review considered the Councils' financial performance against a range of benchmarks, looking at Council's borrowing capacity and their financial sustainability. To be considered financially sustainable, councils had to show that they had sufficient revenue to deliver the level of services that the communities expect. The outcome was that each council was provided with a Financial Sustainability Rating (FSR) and financial outlook.

Bellingen Shire Council received a **FSR rating** of **moderate** and an **outlook** of **negative**. This means that Council has adequate capacity to meet its financial commitments in the short to medium term, and acceptable capacity in the longer term. However, the negative rating means that **Council's financial position could deteriorate in the future unless it takes steps to improve its sustainability**.

In its review, TCorp made the following observations of BSC:

- Council's Unrestricted Current Ratio had been well above benchmark for the previous four years, indicating sufficient liquidity;
- BSC had operating deficits for the previous four years, and forecasted operating deficits into the future;
- High reliance on grants, not sustainable without grants;
- Forecast capital expenditure was insufficient to cover the cost of forecast asset renewals;
- No additional borrowing capacity in the short to medium term;
- A high number of flood events had negatively affected BSC's operating expenses and ability to renew its assets;
- High infrastructure backlog with an increasing trend.

For councils assigned with a negative outlook, TCorp provided some recommendations and areas of investigations to assist in improving the sustainability position. The recommendations include:

- The need to source additional revenue, such as by a Special Rate Variation (SRV);
- For councils with sufficient borrowing capacity, to consider using debt funding to reduce infrastructure backlogs;
- Devising programs and strategies to contain costs and improve efficiencies;
- Further improvements in Asset Management Plans and integration into the Long Term Financial Plan;
- Increasing spending on maintenance and infrastructure renewal while balancing this with the

need for capital expenditure on new assets.

In answer to the TCorp Review, Council has already undertaken a broad range of initiatives to address the issues, including:

- Successfully secured a Special Rate Variation
- Reviewed user fees and charges
- Conducted several organisational reviews to improve organisational efficiency
- Conducting a review of assets and depreciation
- Conducting a review of services
- Forming the Financial Sustainability Program Board (FSPB)
- Commenced shared services review with Nambucca and Kempsey Shire councils

Each of the above measures has been factored into the LTFP and is discussed in greater detail in the revenue and expenditure forecasts (sections 4.0 and 5.0).

1.4 Why Do We Need a Long Term Financial Plan?

One of the key changes introduced by the NSW Office of Local Government was the introduction of the Integrated Planning and Reporting (IP&R) Framework. The IP&R Framework recognises that councils' plans and policies need to connect together to achieve the community's needs and aspirations.

As part of the framework, Council is required to prepare a Resourcing Plan which forms part of the Community Strategic Plan and Bellingen Shire Community Vision, and includes a Long Term Financial Plan (LTFP).

Council's Long Term Financial Plan provides a framework to assess its revenue building capacity to meet the activities and level of services outlined in its Community Vision.

The LTFP is required to be produced annually with a detailed review every four years, and cover a minimum period of 10 years.

In preparing the LTFP, BSC seeks to:

- Establish greater transparency and accountability of Council to the Community;
- Provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- Provide a mechanism to:
 - Solve financial problems as a whole
 - See how various plans fit together
 - Understand the impact of some decisions on other plans or strategies;
- Provide a means of measuring Council's success in implementing strategies; and
- Confirm that Council can remain financially sustainable in the longer term.

Long Term Financial Plan (LTFP)

As one of a suite of long term plans required under the Integrated Planning and Reporting framework (IP&R), the LTFP forecasts BSC's financial capacity to meet the objectives adopted in the Community Vision.

The LTFP includes:

- Planning assumptions
- Projected income and expenditure
- Projected balance sheet and cashflow
- Performance monitoring methods
- Sensitivity analysis
- Scenario modelling

1.5 Objectives

For Council to be financially sustainable, it must be able to live within its means. Council must move towards a position where its operating revenue is covering its operating expenditure, including the cost of maintenance and renewal of its assets.

The LTFP has been prepared with the following objectives in mind:

- Maintaining a fair and equitable rating, fees and charges structure;
- Creating pricing structures that effectively address the economic cost of providing the service whilst not precluding community members access to essential services because of individual economic circumstances (refer section 4.2 User Fees and Charges);
- Allocating resources that achieves maximum result in meeting Community Vision goals and objectives;
- Achieving a strong asset management position;
- Long term financial sustainability;
- Moving towards achieving a minimum break even operating result in the 'general fund' by 2024.

2.0 Planning Assumptions

A long term financial plan is dependent on a number of planning assumptions. In preparing the LTFP, Council considered a range of matters and made appropriate assumptions. These assumptions were used to model and formulate the plan, test a range of scenarios and have ultimately formed the basis of the agreed plan.

Some of the key variables reviewed as part of the setup of the LTFP include:

- Consumer Price Index (CPI) (refer to table 2.1)
- Salaries and Employee Costs (refer to table 2.1)
- Investment Income (refer to table 2.1)
- Rate Pegging (refer to table 2.1)
- Water and Sewer Rates (refer to table 2.1)
- Waste Charges (refer to table 2.1)
- Other Fees and Charges (refer to table 2.1)
- Service Levels - Refer to Bellingen Shire Council Community Vision.
- Population Growth - Given the uncertainty in population growth in regional NSW, it was concluded that growth in rate revenue or in additional revenue from fees and charges, given the projected size of the market, was negligible. Also, any increase in revenue may be offset against any increase in costs servicing a greater population base. As a result the LTFP has been prepared on the assumption of a constant population base.
- Economic Growth - As per above, due to uncertainties in economic growth rates in regional NSW the LTFP has been prepared on the assumption of a constant economic growth rate (status quo).

As part of the planning process, Council modelled two different scenarios in the LTFP. The scenarios

tested as part of the modelling process are:

- Model 1 – Service Levels Maintained
- Model 2 – Service Levels Reduced

2.1 Model 1 – Service Levels Maintained

‘Model 1’ is the base model used throughout this document and assumes a permanent 6% per year special rate variation across all categories in years 2017/18 – 2023/24. The scenario also models a \$300K operational cost reductions/savings (commencing 2017/18), continued throughout the LTFP in order to improve Council’s infrastructure.

All assumptions detailed in Sections 4 and 5 are based on the ‘Model 1’. Please refer to the table in 2.1 for the model assumptions and key indices.

2.2 Model 2 – Service Levels Reduced

The purpose of ‘Model 2’ is to model the impact on Council’s financial position if Council was not to include any new special variation over the life of LTFP, i.e. increase rates by the annual rate peg limit only. This model incorporates a permanent special variation that commenced in the 2014/15 financial year to fund road improvements and maintenance, as well as infrastructure programs. This scenario also models a \$1.5M operational cost reductions/savings in 2016/17 continued throughout the LTFP in order to improve Council’s infrastructure.

Table 2.1: Summary of Key Planning Assumptions

Assumption/Variable	Calculation Basis	LTFP %
Consumer Price Index (CPI)	NSW Treasury Corporation Forecasts	2.50%
Salaries and Employee Oncosts	Award increases and performance based increases	3.50% - 16/17 3.00% (years 2-10)
Interest Rate Income	Market estimate	3.00% - 5.00%
Rate Pegging (General Rates Income)	Independent Pricing and Regulatory Tribunal (IPART) and Dept. Local Government figures	1.80% - 16/17 2.5% - Years 2-10
Sewer Rates Income	Hydro Science draft 30 year business plan	2.5%
Water Rates Income	Hydro Science draft 30 year business plan	2.5%
Waste Charges Income	Based on reasonable cost estimates	3.50% - 16/17 3.00% (years 2-10)
Fees and Charges Income	As per wages above + TCorp Recommendation	3.50%

3.0 Current Financial Position

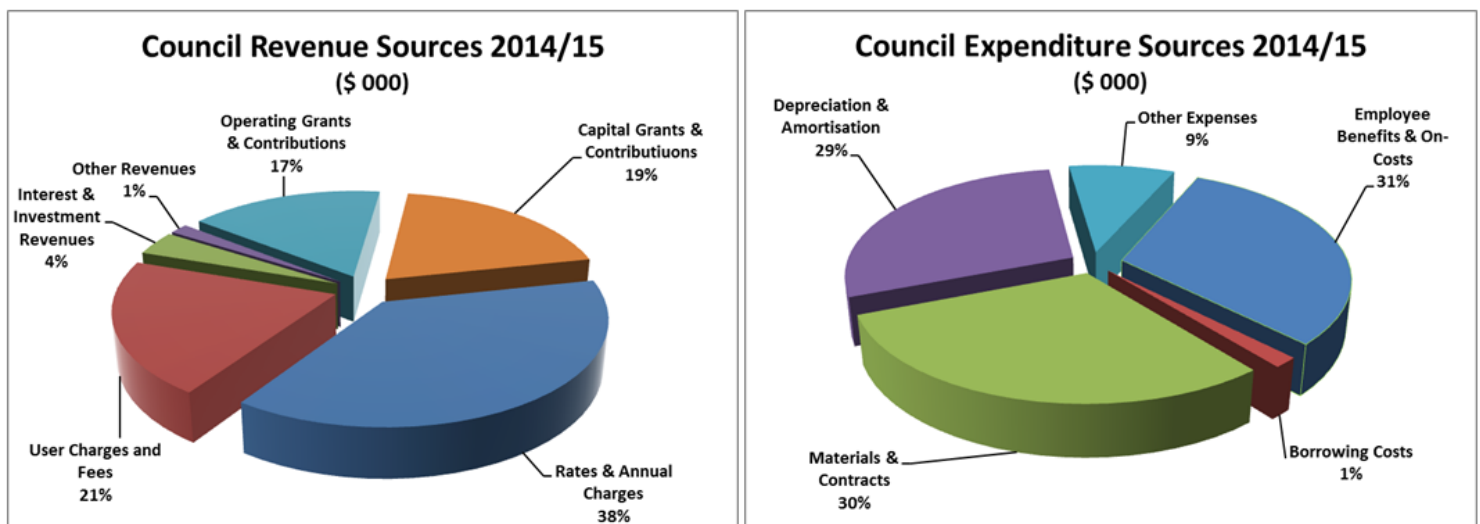
As highlighted above through both TCorp's financial assessment and the Fit for the Future analysis, BSC does not have the required level of revenue to meet expenditure requirements into the future. Without strong corrective measures, the financial sustainability of Council will deteriorate significantly into the future. The current financial position of BSC is represented in the table below:

Table 3.1 Financial summary as at 30 June 2015 (Source: BSC Financial Statements 14/15)

INCOME STATEMENT	\$'000
Total Income from Continuing Operations (including capital)	\$32,486
Total Expenditure from Continuing Operations	\$31,604
Net Operating Result for the year (including capital)	882
Net Operating Result Excluding Capital Revenue	-\$5,438
BALANCE SHEET	
Total Current Assets	\$39,841
Total Non-Current Assets	\$425,805
Total Current Liabilities	\$6,585
Total Non-Current Liabilities	\$9,771
Total Equity	\$449,290
CASH FLOW STATEMENT	
Net Cash Provided - Operating Activities	\$10,479
Net Cash Used - Investing Activities	-\$18,072
Net Cash Provided - Financing Activities	\$4,677
Net Decrease in Cash	-\$2,916
Cash - Beginning of Year	\$6,065
Cash End of Year	\$3,149
Investments on Hand - End of Year	\$31,300
Total Cash, Cash Equivalents & Investments	\$34,449

The following pie graph shows the breakup of Council's Income and Expenditure sources for the 2014/15 year:

Table 2.2 Graph of Income and Expenditure as at 30 June 2015 (Source: BSC Financial Statements 14/15)



4.0 Revenue Forecasts

The LTFP revenue projections over the 10 years of the plan have been based on current knowledge of revenue indices, Australian and NSW Government funding indications, historical trend analysis and consultation with key stakeholders.

In order to be financially sustainable into the future, Council has attempted to balance its need to maximise its revenue with the Community Vision's principles of fairness and equity. In light of this, BSC reviewed its Fees and Charges Policy in April 2015. Fees and Charges were reassessed having regard to best practice principles and taking into consideration:

- Economic cost
- Community service
- Regulated charges
- User pays principal
- Market forces

User Fees and Charges are outlined in section 4.2.

4.1 Rates and Annual Charges

Rate Peg

In NSW, increases in general rates are limited by the Independent Pricing and Regulatory Tribunal (IPART) in a practice known as rate pegging. IPART sets the maximum percentage that councils may increase general rates by each year. It is important to note that this limit does not apply to an individual's rate levy but rather the total rate levies raised from ordinary and special rates. The rate peg does not apply to stormwater, waste collection or water and sewerage charges. To seek an increase in rates higher than the rate peg, councils are required to apply to IPART for a Special Rate Variation (SRV).

Rates and Charges Income

Income from rates and annual charges form over a third of Council's revenue. The budget attachments assume a rate peg of 1.80% for 2016/17. Income generation from rating is then increased to 6.00% for 2017/2018 onwards for a period of 7 years. This increase is within the expected allowable increase for those councils that have proven to be 'Fit for the Future' without the need to go through the current IPART Special Variation process (should the Office of Local Government take on this recommendation from Local Government Independent Review Panel in their rewrite of the Local Government Act).

One of the benefits of becoming a Fit for the Future Council, that both IPART and the Independent Local Government Review Panel (the Panel) have suggested, is support for a level of "earned autonomy" from rate pegging. Fit for the Future councils would have increased flexibility to set rates within a margin above the rate pegging limit. IPART has suggested a 3% threshold, whereas the Panel suggested up to 5% would be more realistic. The reasoning behind this is to allow councils to make significant short-term inroads into infrastructure backlogs and correcting operating deficits.

'...Work will also continue to develop a streamlined Special Rate Variation process for potential implementation in 2017/18 ...'

FFF Progress Report - Office of Local Government,
January 2016

Table 4.1: Forecast Rate Increases

2016/17	2017/18 – 2023/24	2024/25 Onwards
1.80%	6.0%	2.5%

Special Rate Variation

In 2014, Council successfully applied for a Special Rate Variation (SRV) of 9.5% in addition to the rate pegging limit of 2.3%. The SRV was implemented to address the priority works in Council's infrastructure i.e. major renewal works of Council's road and bridge infrastructure. The SRV was accompanied by a successful application for a Local Infrastructure Renewal Scheme (LIRS) grant which provides a 3% loan interest rate subsidy from the Office of Local Government. Accordingly, a bank loan for \$4.85 million was taken out in May 2015 at a rate of 3.75%, the repayments for which are funded by the SRV and LIRS subsidy. These funds are now being utilised for a major upgrade of road infrastructure in the Bellingen Shire.

Council continues to address its infrastructure priorities and intends to apply for a 6% SRV in 2017/18. The forecast income generated will allow Council to attend to urgent road resurfacing works that has been both assessed and prioritised. This will also allow a greater focus on the strategic management of its infrastructure while putting steps in place to ensure that any renewal requirements are addressed.

The following summary outlines the additional revenue generated in 2017/18 from the proposed SRV:

Option	Revenue Generated
6% (rate peg + 4.5%*	\$413,023

**For 2017-18, the rate peg has been set at 1.5% based on the change in the Local Government Cost Index (LGCI) and a consideration of a productivity factor.*

The increase in rate revenue have been apportioned to the different Council rating categories in the table below. This shows the average annual dollar increase in rates for each of our rating categories.

Rating Categories – Average Annual Dollar Increase

Rate Category	Weekly Increase 6.00%	Annual Increase 6.00%
Business	\$1.10	\$57.45
Business - Bellingen	\$1.45	\$75.26
Business – Dorrig	\$0.93	\$48.42
Business – Urunga	\$1.87	\$97.04
Farmland	\$2.76	\$143.62
Residential	\$1.16	\$60.31
Residential - Bellingen	\$1.04	\$54.24
Residential - Dorrig	\$0.91	\$47.06
Residential - Mylestom	\$1.21	\$63.11
Residential - Rural	\$1.63	\$84.95
Residential - Urunga	\$1.15	\$59.63

In consideration of making an application for a SRV, Council has considered the community's capacity to pay based on SEIFA Index of Advantage and Disadvantage, level of proposed increase and other cost

indices.

Water and Sewerage Charges

The NSW Best-Practice Management of Water Supply and Sewerage Framework requires Council to prepare and implement a sound 30 year strategic business plan and financial plan in accordance with the NSW Water and Sewerage Strategic Business Planning Guidelines.

Best Practice requires the plans to be reviewed every five years and provides guidance for the future management of Council's water and sewerage business.

For Residential Properties

For water, a two-part tariff, being a connection charge and a usage charge, will be applied. Usage charges are based on quarterly meter readings and applied at a per kilolitre rate (refer to Council's Revenue Policy for further information).

For sewerage, a uniform charge will be applied to all residential customers in accordance with the Department of Environment, Climate Change and Water and Sewer Best Practice pricing guidelines.

For Non-Residential Properties

For water, a two-part tariff, being a connection charge and a usage charge, will be applied. For rating purposes, non-residential properties include multiple occupancies, such as non-strata flats and units, and those properties which are categorised as 'business'.

For sewerage the connection charge is determined by multiplying the access charge applicable to the water service connection size by the sewerage discharge factor (SDF). The usage charge is determined by multiplying the number of kilolitres of water consumed by the SDF and then by \$1.00.

Council issues usage charges every three months in arrears, which is included on the quarterly instalment notice.

The SDF is a customer's estimated volume discharged into the sewerage system to the customer's total water consumption. For non-residential properties, the SDF varies based on the usage requirements of a customer's enterprise.

Waste Management Charges

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. The service is provided to the residents of Bellingen, Dorrigo, Urunga, Mylestom and specific rural areas. The service includes a fortnightly general waste collection service, a fortnightly recycling collection service and a weekly organics waste service.

The Domestic Waste Strategy is supported by a 10 year financial strategy, as part of the LTFP, which determines the annual charge. The forecast increase in the charges has been set in accordance with the strategy requiring a 3.5% increase to the kerb side domestic waste service and an average of 3% increase throughout the remainder of the plan.

4.2 User Fees and Charges

Council annually establishes and regulates its fees and charges in accordance with the provisions of the NSW Local Government Act 1993. Statutory fees are fixed by regulation, legislation or a State/Federal Authority. As such, Council has no influence on how the statutory fee amount is determined nor do such statutory fees tend to increase by CPI or reflect the true cost of providing the service.

A review of the remaining Council fees and charges was undertaken in April 2015 using best value principles of value for money, a consideration for community expectations and values, and a balance between affordability and accessibility of services. As part of the process, BSC undertook training and workshops for Managers and Responsible Officers in effective pricing, provided workshops and information packs for its 355 Committees, benchmarked its fees and charges with other councils and service providers, and improved the format of the fees and charges to better align with the Community Vision.

4.3 Interest Revenue and Investments

It is estimated that the average cash and investments held throughout the 10 year plan will be \$31 million. Balancing the need to preserve funds and ensure liquidity, with the requirement to maximise returns, is an important aspect of managing Council's investments. In light of this, the Investment Policy (the policy) was reviewed in May 2015 to provide a stronger framework and guidance on which to base investment decisions. The Policy reflects current legislative requirements including the Minister for Local Government Investment Order and the Basel III banking liquidity reforms instituted by the Australian Prudential Regulation Authority.

The budgeted interest rate is determined by a weighted average interest rate based on the 90 day bank bill plus a margin based on the type of investment and duration of investment. The estimated rates used for forecast purposes are as follows:

Table 4.3: Interest rate forecast

2016/17	2017/18	2018/19	2019/20 Onwards
3.00%	3.00%	3.00%	4.00% – 5.00%

4.4 Other Revenues

The majority of other revenues are generated by:

- Rental income on Council properties;
- Cost reimbursements and other recoveries, such as workers compensation, legal fees, property rebates; and
- Scrap metal sales.

Rental income will vary according to supply and demand, however, forecast fluctuations in supply and demand over a ten year period, if available, are not considered reliable. Therefore assuming rents will increase in line with CPI over the long term is considered a reasonable approach. Council's property portfolio is currently being reviewed as identified in the 2015/16 operational plan, which will consider the long term viability of owning these properties, along with the creation of a sinking fund to facilitate the divestment and investment in the improvement of various building assets.

All other income sources have been increased in line with CPI.

4.5 Grants and Contributions – Operating and Capital

Grants

Given the uncertain nature of grant funding, the LTFP has been prepared with the following grant funding sources included (all assumed to continue over the duration of the LTFP):

- Roads to Recovery Grant;
- Roads and Maritime Services – Block Grant and Repair Grant (RMS);
- Bridge Renewals Grant;
- Flood Grant (2016/17 only);
- Financial Assistance Grant (FAGs);
- Library Per Capita Grant;
- Noxious Weeds Action Plan;
- Rural Fire Service – Operating and Capital; and
- Heritage Assistance Schemes.

In reviewing grants and contributions, it is considered prudent not to forecast an increase greater than that historically provided to Council, other than CPI, over the period of the plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. The exception to this being forecasts for the bridge renewals program, with estimates made for contributions toward renewing bridges throughout the shire. . Any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure.

The Financial Assistance Grant issued by the NSW Government is currently frozen with no further increases until 2017/2018. An increase above 2.5% in 2017/2018 has been forecast to reflect the redistribution from the wealthier city councils to the rural councils based on needs rather than population numbers.

‘...money should go to the areas that need it most (Financial Assistance Grant)...’

Local Government Minister and Nationals MP
Paul Toole, May 2014

According to the Office of Local Government’s January 2016 FFF progress report: *‘The NSW Government will continue to work with the Grants Commission to redistribute Financial Assistance Grants to those councils most in need. A detailed review of the current allocation methodology has identified the opportunity for significant improvement. The Grants Commission will be supported to implement these improvements for 2016/17 grant allocations’.*

Contributions

The Section 94 Developer Contribution Plan aims to generate contributions that will support the maintenance of levels of service for new community infrastructure to the present standard of facilities per head of existing population. Council’s current S.94 plans for roads and open spaces were reviewed during the 2014/15 financial year to better reflect the current and future needs of our Shire.

5.0 Expenditure Forecasts

In developing the expenditure forecasts, Council has considered its ongoing commitments in alignment with the objectives of BSC's Community Vision.

5.1 Employee Costs

Council's long term forecast relating to staffing is contained in detail within the Workforce Management Strategy. The Workforce Management Strategy also identifies the human resources BSC requires to continue its strategic direction and deliver services in an efficient and effective manner.

Employee costs cover wages, all leave types, training, superannuation and associated costs. Wage increases can be in two parts – increases under the NSW Local Government (State) Award 2014 and grade/step progression under Council's salary structure. The budget factors in a 3.5% increase to overall employee costs in 2016/17 and 3% for the remainder of the LTFP. This assumes that wages will continue to increase in line with the NSW Local Government (State) Award 2010 until such time a new Award is negotiated.

All associated employee costs have also been increased by 3.5%, with the exception of superannuation. The increase in employer contributions for Superannuation Guarantee Contributions (SGC) has been delayed until 2018/2019. Contributions will stay at 9.5% until 2018/19 after which they will increase by 0.5% until they reach 12% in 2025/26.

Table 5.1: Employee Cost Increase Assumptions

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021 Onwards
Wages	3.50%	3.00%	3.00%	3.00%	3.00%
All Leave	3.50%	3.00%	3.00%	3.00%	3.00%
Training	3.50%	3.00%	3.00%	3.00%	3.00%
Workers Compensation	3.50%	3.00%	3.00%	3.00%	3.00%

Table 5.1.1: Superannuation Assumptions

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021 Onwards
Superannuation	9.50%	9.50%	9.50%	9.50%	9.50 -12.00%

Council is also a party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the 'Local Government Superannuation Scheme – Pool B'. Council's additional contribution for 2016/17 – 2020/2021 is \$68,000 per year as a result of the scheme being underfunded post the Global Financial Crisis.

5.2 Borrowings

Council had a total loan balance outstanding of \$9.627 million as at 30 June 2015. Of this, \$4.85 million was borrowed in May 2015 for infrastructure renewals. The loan was funded by a 9.5% Special Rate Variation approved in 2014 with a 3% interest subsidy by the NSW Government under the Local

Infrastructure Renewal Scheme.

Council's estimated required borrowings over the next 10 years are summarised in the following table. The table provided below is based on expected discounted borrowings under the proposed TCorp borrowings facility.

Table 5.2: Summary of new borrowings

Loan Purpose	Loan Amount	Loan Term	Annual Repayment (Estimate)
Infrastructure Renewal Program 2016/2017	\$1,000,000	20 Years	\$72,875
Infrastructure Renewal Program 2017/2018	\$1,500,000	20 Years	\$109,313
Infrastructure Renewal Program 2018/2019	\$2,000,000	20 Years	\$145,751
Infrastructure Renewal Program 2019/2020	\$1,500,000	20 Years	\$109,313
Infrastructure Renewal Program 2020/2021	\$1,000,000	20 Years	\$79,386
Infrastructure Renewal Program 2021/2022	\$1,000,000	20 Years	\$79,386
Infrastructure Renewal Program 2022/2023	\$1,000,000	20 Years	\$79,386

5.3 Materials and Contracts

Expenditure on materials, contracts and other operating costs have been generally based on CPI. The exceptions to this are expenditures that are either i) not recurrent every year, ii) have been identified as increasing by an amount different to CPI or iii) a result of increased services or service levels, for example, increased waste contractor fees in excess of CPI each year reflecting known increases in the Office of Environment and Heritage NSW waste levy on waste disposed as landfill.

5.4 Depreciation

Depreciation expense has been projected based on useful life estimates in accordance with Council's accounting policies and plans. Budgeted capital works expenditure has been included in the depreciation calculation. A reduction in depreciation has also been forecast due to infrastructure revaluations conducted during the 2015 financial year that resulted in a significant decrease in roads and bridges depreciation.

It is considered reasonable to assume that future asset revaluations will have an impact on infrastructure values. The LTFP does include the potential impact of future asset revaluations.

5.5 Other Expenses

Generally, other expense budget items have been increased by CPI forecasts or by reviewing historical expenditure trends. Some expenses are sporadic in nature (for example, the conduct of Council election every four years) or tied to grant funding which has not moved by CPI (for example, the Heritage Assistance Scheme Grant).

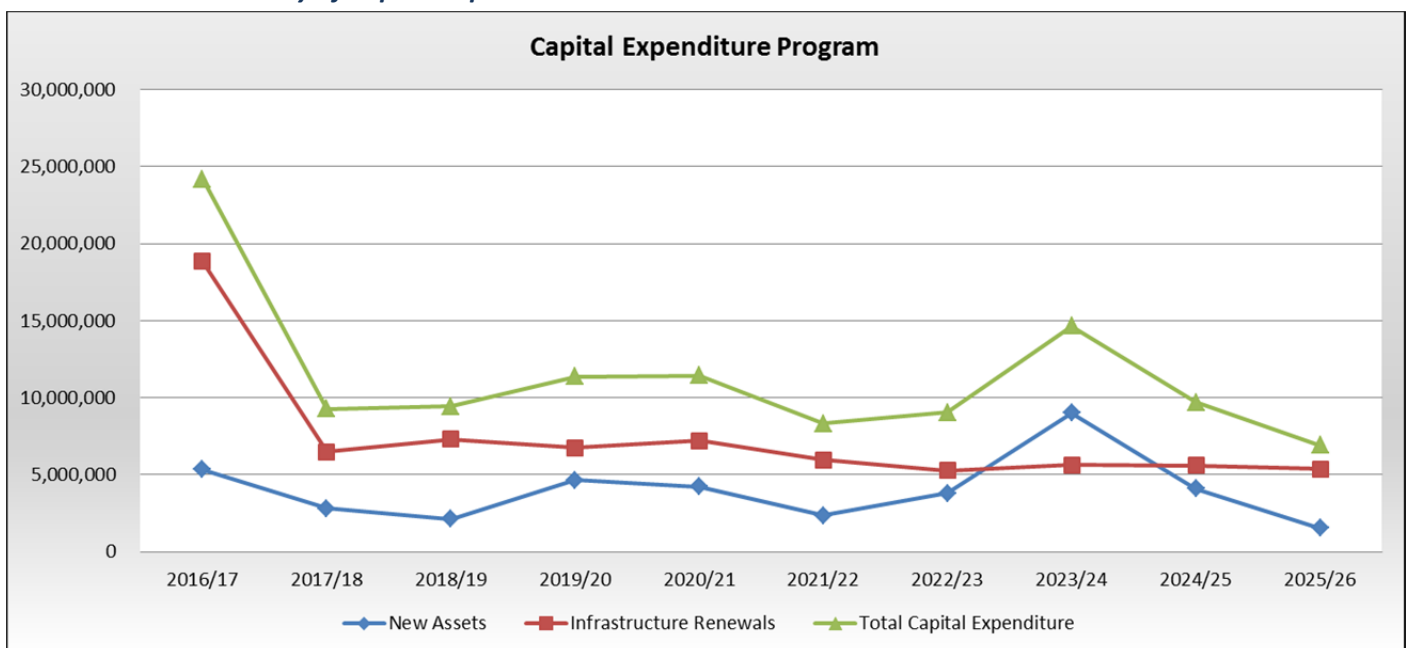
5.6 Asset Management

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans. In accordance with Council's asset management review, asset maintenance has been increased by CPI with a strong focus on asset renewals as opposed to construction of new assets.

Subject to successful special rate variations and subsequent loan borrowings, assets should be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

The 10 Year Asset Management Capital Works Program focuses on the renewal of Council's infrastructure and effective management of councils plant and vehicles. The capital works listing in the annexures are based on a consolidated position (as per Attachment 19). Council is currently integrating the full 10 year capital program into Council's relevant Asset Management Plans.

Table 5.6: Summary of Capital Expenditure



6.0 Performance Measures

A number of key indicators have been used to monitor performance against the LTFP to assess Council's infrastructure management effectiveness and long term sustainability. The key performance indicators have been developed as part of the Fit for the Future (FFF) reforms to assess Council's performance. The criteria that characterises a FFF council have been developed based on the work of Destination 2036, the assessments of the sector by the Independent Local Government Review Panel (ILGRP) and the NSW Treasury Corporation (TCorp), as well as input from the local government sector and IPART. These criteria are:

- Scale and capacity to engage effectively across community, industry and government;
- Sustainability;
- Effectively managing infrastructure and delivering services for communities, and
- Efficiency.

6.1 Sustainability Measures

Sustainability means that councils will generate sufficient funds over the long term to provide the agreed level and scope of services and infrastructure for communities as identified through the Integrated Planning and Reporting process. It is paramount that Council have a solid long term financial plan that effectively addresses the following long term financial sustainability ratios.

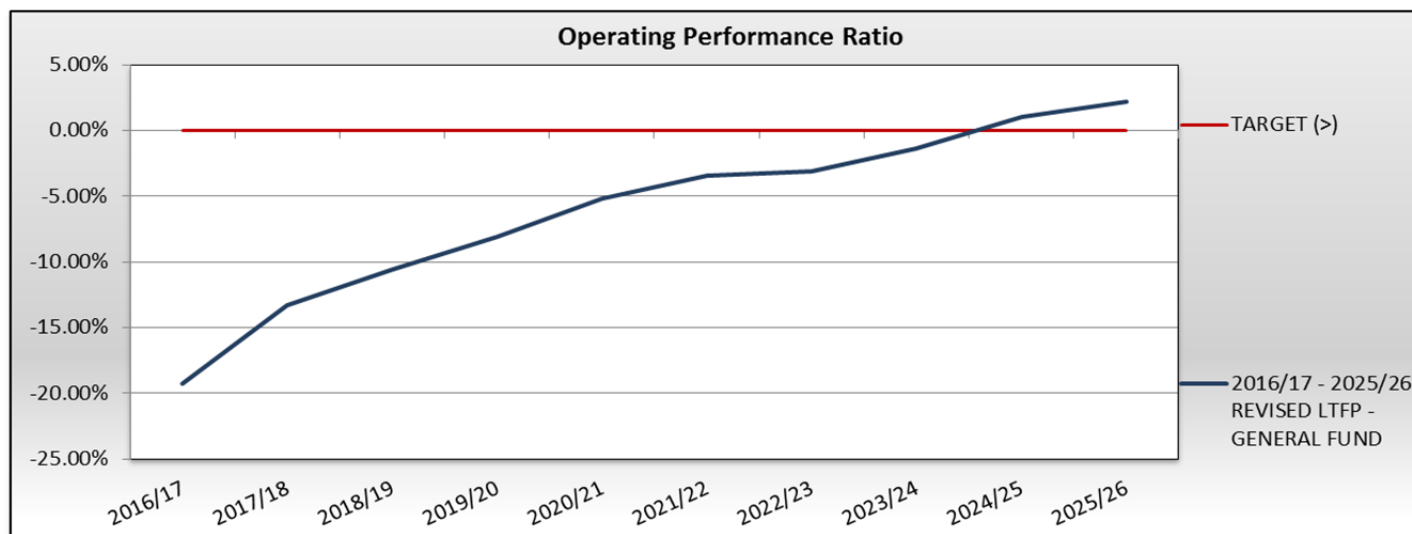
6.1.1 Operating Performance Ratio

The Operating Performance Ratio is an important criterion in measuring Council's core performance. The issue for Council is whether the operating results can be maintained and, in particular, if those operating results can sustain the current level of services into the future. Council's LTFP shows a significant decrease in losses primarily due to forecast rate increases and operational savings. It is expected with the forecast trends that this ratio will be achieved in 2024.

Table 6.1: 2020/2025 Operating Performance Ratio Forecast

Measure	Benchmark as per OLG	BSC Forecast (by 30/06/2025)	Is KPI Met?	Trend +ve or -ve or neutral
Operating Performance Ratio	>= break even over 3 years	1.01%	✓	+ve
Based on Formula:				
Total continuing operating revenue (exc. capital grants and contributions) less operating expenses				
Total continuing operating revenue (exc. capital grants and contributions)				

Table 6.1.1: Operating Performance Ratio Forecast



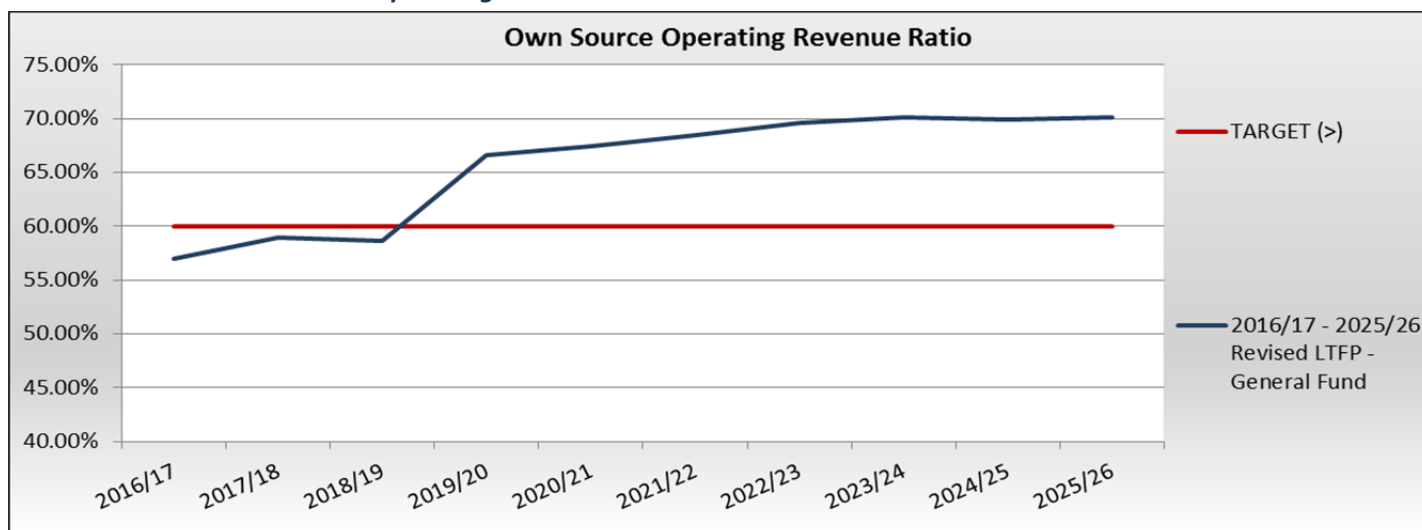
6.1.2 Own Source Operating Revenue Ratio

This ratio assesses Council's ability to generate its own revenue, measuring BSC's dependence on grant revenue. The benchmark of 60% or greater by 2020 set by the OLG has been achieved from 2019/20 onwards. It is being driven by an increase in rating revenue. The graph below includes the IPART approved special variations for 2014/15 of 9.5% plus rate peg.

Table 6.1.2: 2019/2020 Own Source Operating Revenue Ratio Forecast

Measure	Benchmark as per OLG	BSC Results (by 30/06/2020)	Is KPI Met?	Trend +ve or -ve or neutral
Own Source Revenue Ratio	> 60% over 3 years	66.63%	✓	+ve
Based on Formula:				
Total continuing operating revenue less all grants and contributions				
Total continuing operating revenue inclusive of capital grants and contributions				

Table 6.1.3: Own Source Operating Revenue Ratio Forecast



6.1.2 Building and Infrastructure Asset Renewal Ratio

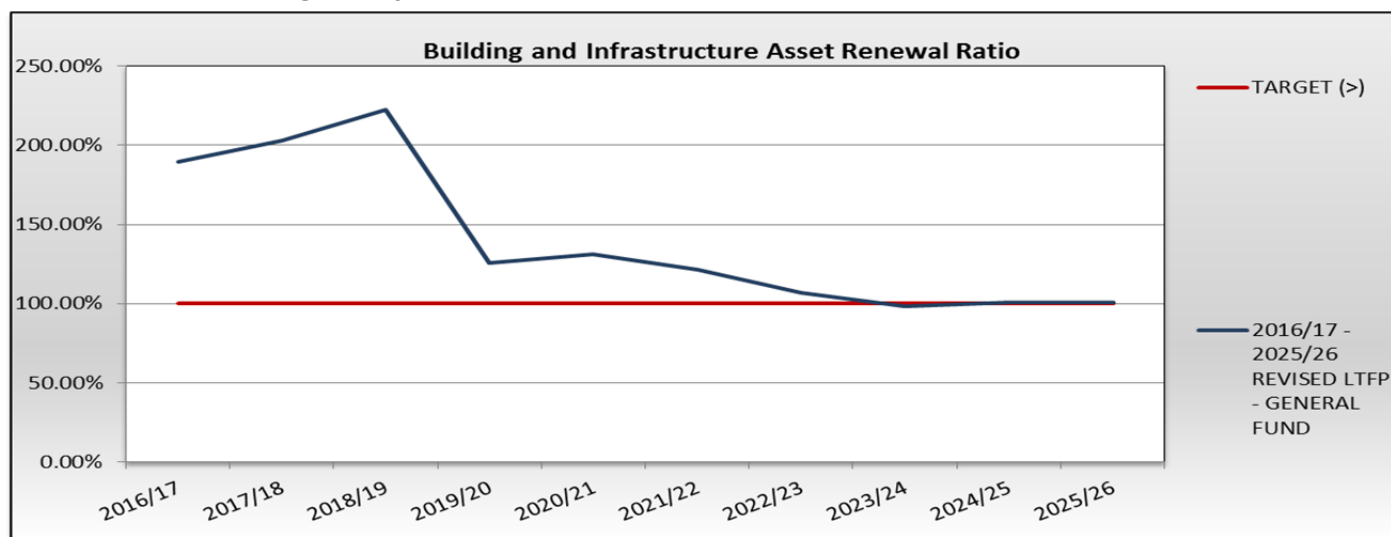
This ratio assesses Council's ability to sufficiently renew its existing infrastructure. The ratio measures total expenditure on asset renewals when compared to annual depreciation. It is important to note that the need for renewal expenditure is directly linked to where a particular asset is in its lifecycle. For example, a newly constructed bridge may go 20-30 years before needing significant renewal expenditure. In this example the ratio would show a result well below the benchmark when in fact there is simply a timing difference in the renewal expenditure.

With the above in mind, the benchmark of 100% is met throughout LTFP, however, the spike in years 2016/17 to 2018/19 is primarily as a result of the flood works being undertaken during the 2016/17 financial year. The below results are deemed sufficient based on renewal forecasts taking into account expected spikes in renewal funding and determined levels of service.

Table 6.1.4: 2019/2020 Building and Infrastructure Asset Renewal Ratio

Measure	Benchmark as per OLG	BSC Results (by 30/06/2020)	Is KPI Met?	Trend +ve or -ve or neutral
Building and Infrastructure Asset Renewal Ratio	> 100% average over 3 years	132.62%	✓	+ve
Based on Formula:				
Building and Infrastructure Asset Renewals				
Depreciation, Amortisation & Impairment				

Table 6.1.5: Building and Infrastructure Asset Renewal Ratio Forecast



6.2 Effective Infrastructure and Service Management

The following KPIs assess how well BSC is managing its infrastructure assets, including maintenance and asset renewals.

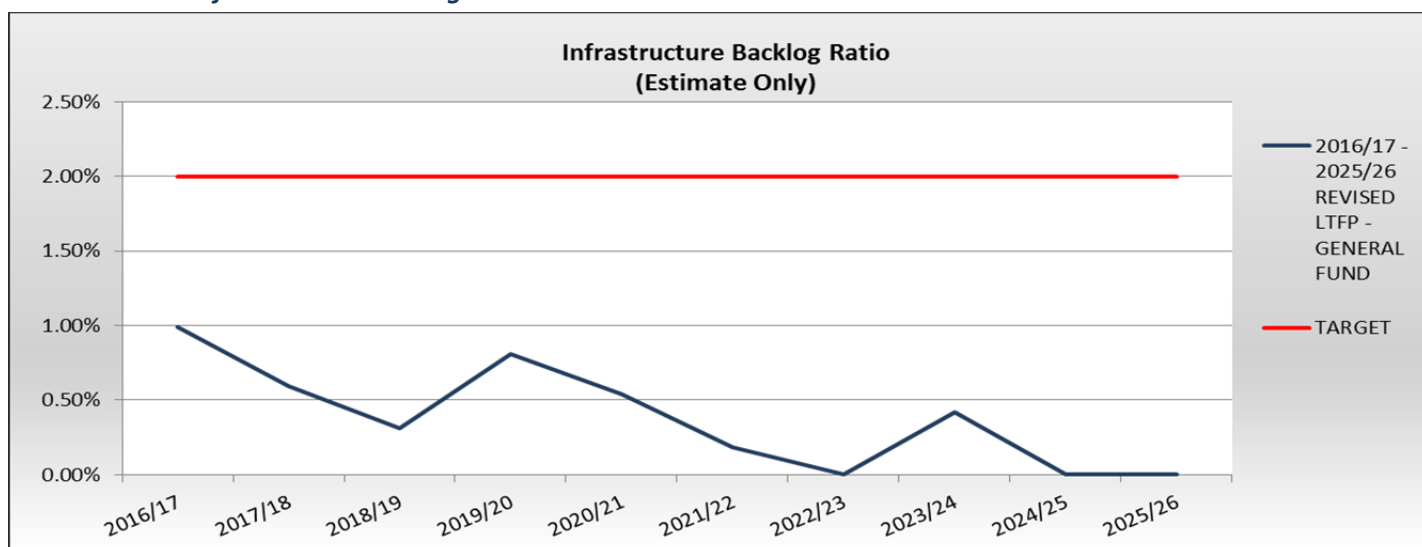
6.2.1 Infrastructure Backlog Ratio

The infrastructure backlog ratio indicates the proportion of backlog against the total value of Council's infrastructure assets. It is a measure of the extent to which asset renewal is required to maintain or improve service delivery in a sustainable way. It is estimated that this benchmark will be achieved throughout the LTFP.

Table 6.7: 2019/2020 Infrastructure Backlog Ratio Forecast

Measure	Benchmark as per OLG	BSC Results (by 30/06/2020)	Is KPI Met?	Trend +ve or -ve or neutral
Infrastructure Backlog Ratio	< 2%	0.54%	✓	+ve (est. only)
Based on Formula:				
Estimated cost to bring assets to a satisfactory condition				
Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets				

Table 6.8: Infrastructure Backlog Ratio Forecast



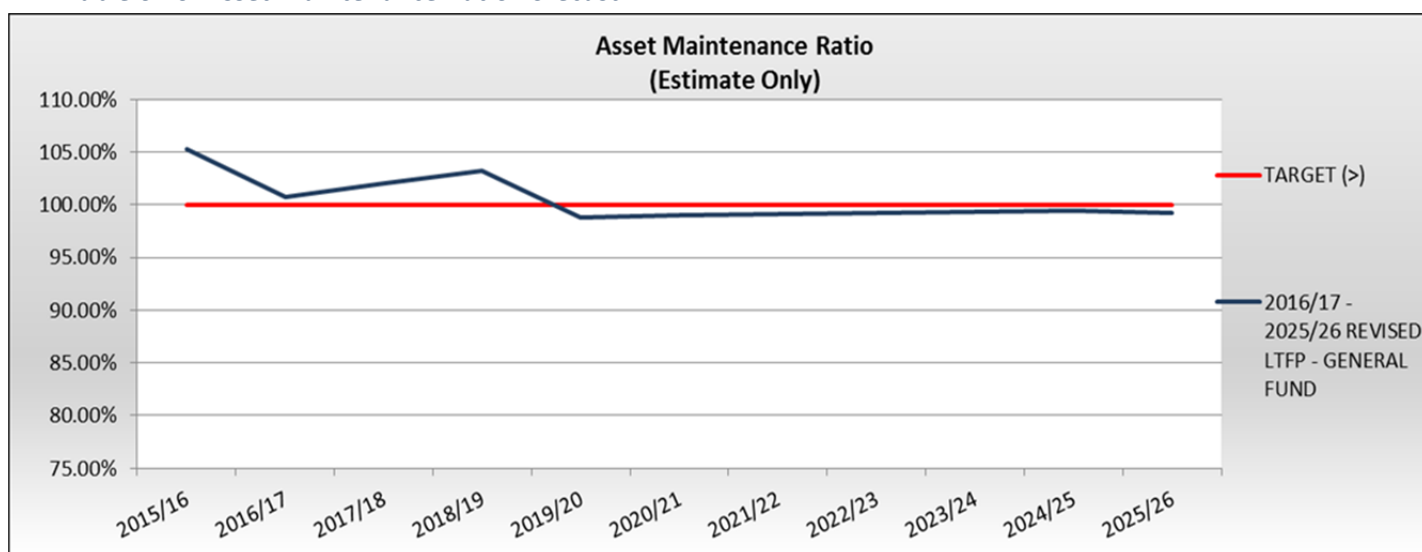
6.2.2 Asset Maintenance Ratio

The asset maintenance ratio reflects the actual asset maintenance expenditure relative to the required asset maintenance as measured by an individual council. Council on average will continue to meet this ratio up throughout the LTFP.

Table 6.9: 2019/2020 Asset Maintenance Ratio Forecast

Measure	Benchmark as per OLG	BSC Results (by 30/06/2020)	Is KPI Met?	Trend +ve or -ve or neutral
Asset Maintenance Ratio	> 100% over 3 years	101.35%	✓	+ve (est. only)
Based on Formula:				
Actual asset maintenance				
Required asset maintenance				

Table 6.10: Asset Maintenance Ratio Forecast



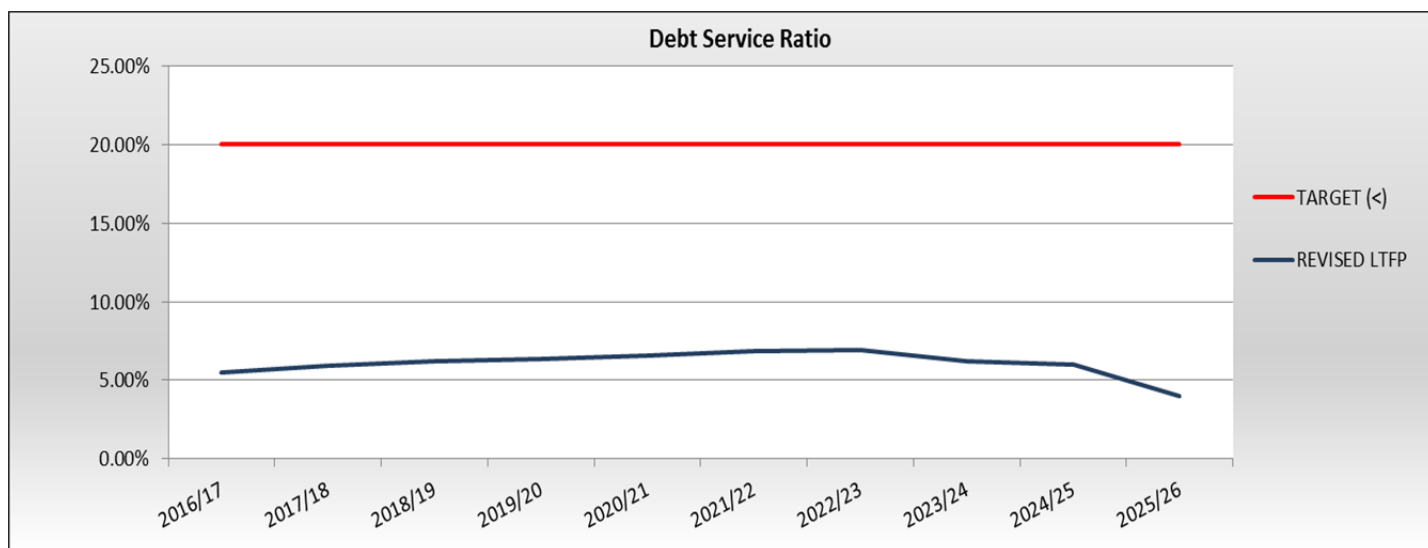
6.2.3 Debt Service Ratio

The Debt Service Ratio is used to show the percentage of annual revenue necessary to service annual debt obligations e.g. loan repayments. It also shows the commitment of future revenue necessary to fund long term obligations. Council's LTFP averages 6.06% over the 10 years, well below the maximum benchmark percentage of 20%. The graph below includes current borrowing repayments and proposed future borrowings repayments for loans totalling \$9 million, for the purpose of addressing the infrastructure renewal requirements.

Table 6.11: 2019/2020 Debt Service Ratio Forecast

Measure	Benchmark as per OLG	BSC Results (by 30/06/2020)	Is KPI Met?	Trend +ve or -ve or neutral
Debt Service Ratio	> 0% <= 20% average over 3 years	6.35%	✓	+ve
Based on Formula:				
Cost of debt service (interest expense & principal repayments)				
Total continuing operating revenue (exc. capital grants and contributions)				

Table 6.12: Debt Service Ratio Forecast



6.3 Efficiency Measures

The following measure is aimed at assessing how efficiently Council is managing its resources.

6.3.1 Real Operating Expenditure per capita

This measure reflects how the operational costs per capita have grown over time. In the calculation, the expenditure is deflated by the estimated Consumer Price Index. Councils will be assessed on a joint consideration of the direction and magnitude of their improvement or deterioration in real expenditure per capita. The OLG acknowledges that efficiency and service levels are impacted by a broad range of factors and that it is unreasonable to establish an absolute benchmark across councils. Council's LTFP shows a downward trend when compared to a conservative population growth rate of 0.1% per annum (Source ABS 3218.0, NSW Dept. of Planning, Lawrence Consulting).

Table 6.13: 2019/2020 Real Operating Expenditure per Capita Ratio Forecast

Measure	Benchmark as per OLG	BSC Results (by 30/06/2020)	Is KPI Met?	Trend +ve or -ve or neutral
A Decrease in Real Operating Expenditure per capita over time	Decreasing over past 5 years	Decreasing	✓	Decreasing

Based on Formulas:

Year 1

Total expenditure from continuing operations less revaluation decrements, net loss from disposal of assets and net loss of interests in joint ventures less (1 - CPI Yr 1)

Population (year 1)

Year 2

Total expenditure from continuing operations less revaluation decrements, net loss from disposal of assets and net loss of interests in joint ventures less (1 - CPI Yr 1) less (1 - CPI Yr 2)

Population (year 2)

Year 3

Total expenditure from continuing operations less revaluation decrements, net loss from disposal of assets and net loss of interests in joint ventures less (1 - CPI Yr 1) less (1 - CPI Yr 2) less (1 - CPI Yr 3)

Population (year 3)

Year 4

Total expenditure from continuing operations less revaluation decrements, net loss from disposal of assets and net loss of interests in joint ventures less (1 - CPI Yr 1) less (1 - CPI Yr 2) less (1 - CPI Yr 3) less (1 - CPI Yr 4)

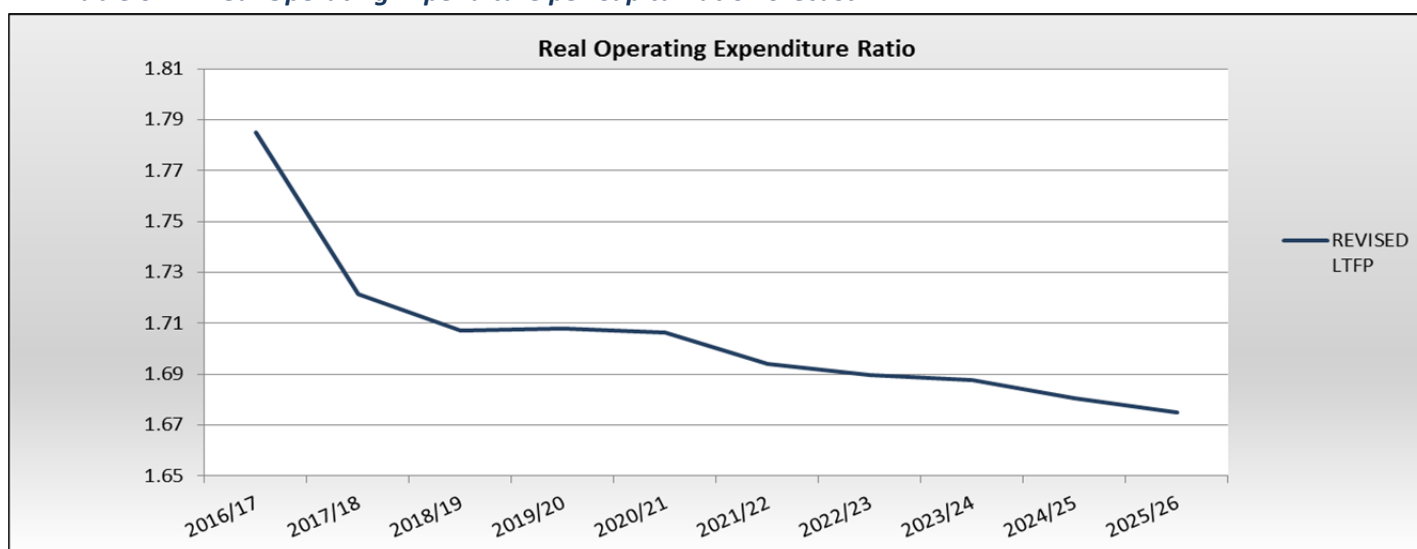
Population (year 4)

Year 5

Total expenditure from continuing operations less revaluation decrements, net loss from disposal of assets and net loss of interests in joint ventures less (1 - CPI Yr 1) less (1 - CPI Yr 2) less (1 - CPI Yr 3) less (1 - CPI Yr 4) less (1 - CPI Yr 5)

Population (year 5)

Table 6.14: Real Operating Expenditure per Capita Ratio Forecast



7.0 Sensitivity Analysis and Financial Modelling

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position effected by 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 'Model 1' and the impacts were assessed by reference to the changes in the cash and investment balance in year 10 (2025/26) of the LTFP. The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts.

7.1 Employee Costs

Employee costs make up 34% of projected 2016/2017 operating expenditure. This is reflective of the service-based nature of a significant proportion of Council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the Council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of 3.5% (2016/17) and 3% (Years 2 – 10) to employee costs.

Due to the above factors, an impact of a 1% increase in employee costs each year was modelled. The analysis indicated that the cash and investment balance would be reduced by an estimated \$4.9M over the 10 years ending 2025/2026 of the LTFP.

7.2 Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up over 28% of the projected 2016/2017 operating revenue. Council cannot set the rate of increase in general rates but can only accept the rate pegging imposed on it without a Special Variation application. The LTFP includes a rate peg increase of 1.8% in 2016/17 and a permanent 6% SRV for years 2017/18 – 2023/24. If these increases are not achieved, Council will need to adjust expenditure or revenue appropriately.

The LTFP modelling has been devised with scenarios that include the Special Rate Variation, however, progress in addressing the Council asset renewal and maintenance challenges is contingent on the success of any applications to increase rates through a special variation or on the assumption that Council will have flexibility to set rates of up to 5% above rate peg without formal approval. The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions have the ability to impact ratepayer capacity to pay and, in so doing, will affect the Council cash flow from rating.

Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative change in this area of operation (due to Federal and State climate change policies and other regulations).

Due to Council's reliance on rate revenue, an impact of a 1% reduction in rates revenue each year was modelled, assuming that any special variation would also be reduced by 1%. The analysis indicated that the cash and investment balance would be reduced by an estimated \$10.9M over the 10 years ending 2025/2026 of the LTFP.

7.3 Inflation

Given the considerable number of assets held, constructed and maintained by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP. Council has considerable pressure from rising raw material costs including fuel and other construction materials. Any major unplanned hikes in these costs will impact the LTFP.

7.4 Investment Returns

Council's current approach is that interest earnings from investments are used to fund the operational budget. This source of revenue, however, is impacted by the various fluctuations of the investment market and is not necessarily a reliable source of revenue. The potential use of interest income as a source of revenue to balance the operational budget may in turn be impacted.

The impact of a reduction in investment interest rates of 1% was modelled. The analysis indicated that the cash and investment balance would be reduced by an estimated \$1.4M over the 10 years ending 2025/2026 of the LTFP.

7.5 Grants and Contributions

Council relies heavily on income from the Federal Government Financial Assistance and the Roads to Recovery grant programs. These grants respectively make up 10% and 3% of Council's total revenue in 2016/17.

The Financial Assistance Grant is calculated using a formula that takes into account the population of the local government areas, road lengths and a number of other demographics. Given the complexity of the formula, it is difficult to calculate any potential impacts to Council if any of the inputs were to change. As mentioned in the revenue forecast assumptions above, an increase of above CPI in the Financial Assistance Grant has been forecast in 2017/18. If this was not to eventuate, a deduction of \$168,000 would need to be made to Council's annual expenditure forecasts.

Money provided under the Roads to Recovery Program is not intended to replace council spending on roads but to assist councils in their local road construction or maintenance. The Roads to Recovery Program is scheduled to conclude in 2019. However, due to the heavy reliance of this program throughout NSW, there has been much lobbying for the continuation of this program. The LTFP has

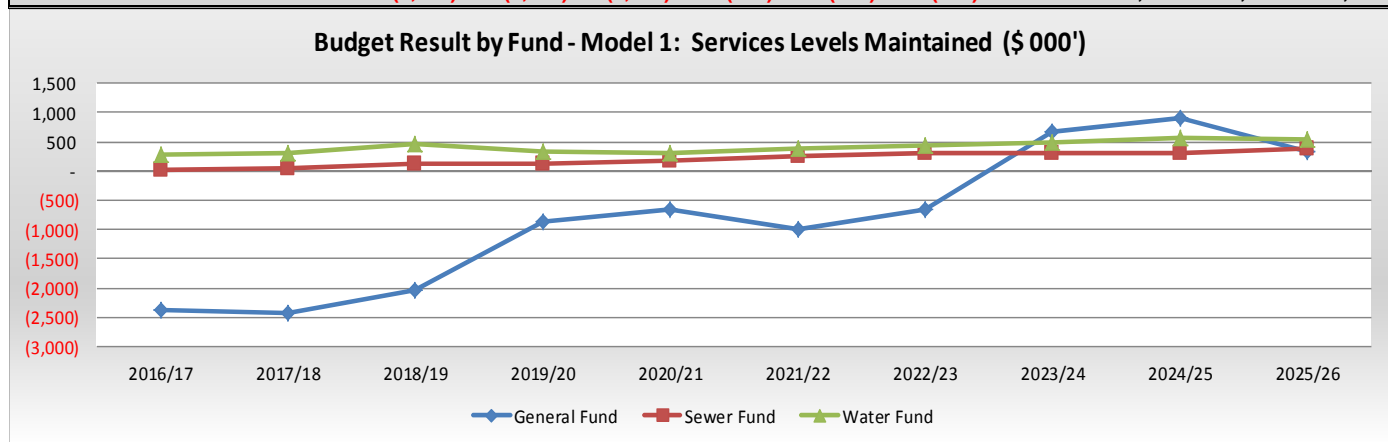
been prepared with the assumption that the Roads to Recovery Program will continue indefinitely.

7.6 Model 1: Service Levels Maintained

The consolidated budget result under the 'Service Levels Maintained Model' is provided in the table below.

Table 7.6: Model 1: Service Levels Maintained

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
General Fund	(2,374)	(2,434)	(2,039)	(863)	(662)	(1,005)	(648)	667	897	326
Sewer Fund	19	53	115	134	176	261	308	298	308	392
Water Fund	283	308	453	320	299	383	446	498	562	541
Consolidated Funds	(2,073)	(2,072)	(1,471)	(408)	(187)	(361)	106	1,462	1,767	1,260

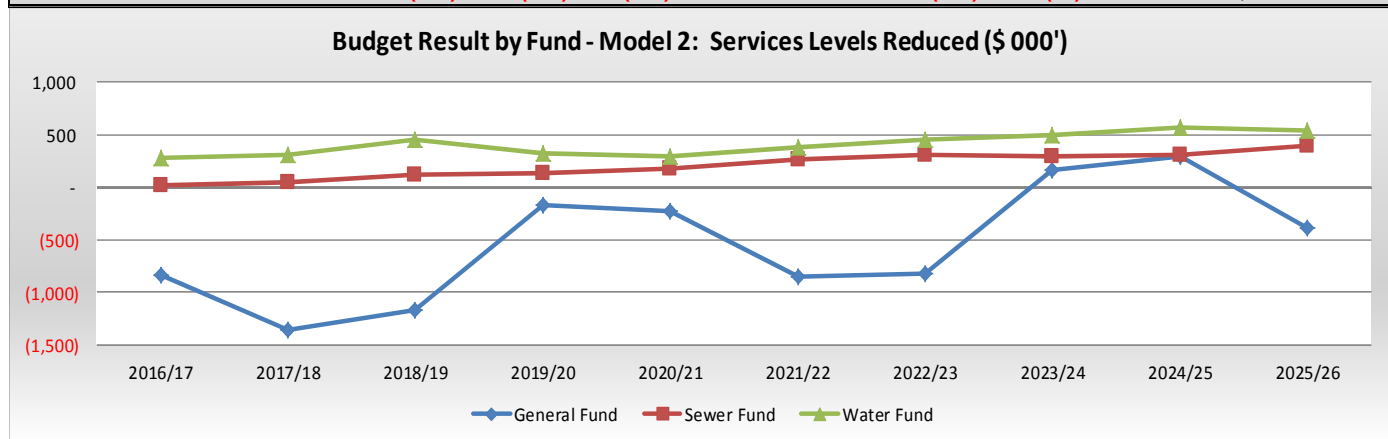


7.7 Model 2: Service Levels Reduced

The consolidated budget result under the Reduced Services Model is provided in the table below.

Table 7.7: Model 2: Service Levels Reduced

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
General Fund	(834)	(1,357)	(1,164)	(170)	(226)	(852)	(822)	156	294	(381)
Sewer Fund	19	53	115	134	176	261	308	298	308	392
Water Fund	283	308	453	320	299	383	446	498	562	541
Consolidated Funds	(533)	(996)	(596)	285	249	(208)	(67)	951	1,164	553



8.0 Appendices

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Attachment 1 – ‘Model 1’ Projected Income Statement

Bellinghen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

INCOME STATEMENT - CONSOLIDATED

Scenario: Model 1 - Service Levels Maintained

	Actuals	Current Year	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	12,244	12,856	13,225	13,848	14,516	15,220	15,959	16,737	17,555	18,416	19,011	19,605
User Charges & Fees	6,696	6,085	6,218	6,414	6,615	6,823	7,037	7,259	7,487	7,722	7,965	8,204
Interest & Investment Revenue	1,209	996	1,068	1,063	1,223	1,252	1,164	1,195	1,236	1,318	1,379	1,445
Other Revenues	511	492	506	521	537	553	570	587	604	622	641	660
Grants & Contributions provided for Operating Purposes	5,377	5,816	6,760	5,852	5,997	6,986	7,140	6,498	6,660	7,672	7,844	7,230
Grants & Contributions provided for Capital Purposes	6,320	2,284	12,878	2,489	2,160	1,466	1,487	1,508	1,529	1,551	1,574	1,597
Other Income:												
Net gains from the disposal of assets	143	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	32,500	28,529	40,655	30,186	31,048	32,300	33,357	33,783	35,072	37,302	38,415	38,742
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,774	10,665	10,469	10,391	10,624	10,933	11,252	11,565	11,958	12,363	12,779	13,208
Borrowing Costs	486	598	557	560	581	620	630	626	618	606	549	497
Materials & Contracts	9,471	8,055	8,663	8,600	8,769	8,998	9,228	9,490	9,707	9,956	10,212	10,467
Depreciation & Amortisation	9,065	7,236	7,273	7,383	7,494	7,672	7,799	7,831	7,947	8,063	8,182	8,264
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,808	3,303	2,888	2,836	2,891	3,019	3,148	3,124	3,206	3,300	3,352	3,449
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	14	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	31,618	29,857	29,850	29,769	30,358	31,242	32,058	32,636	33,437	34,288	35,074	35,884
Operating Result from Continuing Operations	882	(1,329)	10,805	417	689	1,058	1,300	1,147	1,635	3,014	3,341	2,857
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	882	(1,329)	10,805	417	689	1,058	1,300	1,147	1,635	3,014	3,341	2,857
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,438)	(3,613)	(2,073)	(2,072)	(1,471)	(408)	(187)	(361)	106	1,462	1,767	1,260

Attachment 2 – ‘Model 1’ Projected Balance Sheet

Bellinghen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

BALANCE SHEET - CONSOLIDATED

Scenario: Model 1 - Service Levels Maintained

	Actuals 2014/15 \$'000	Current Year 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	Projected Years					
							2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,149	5,325	1,812	2,222	2,882	3,116	3,170	4,414	6,172	4,222	5,157	8,982
Investments	31,300	24,280	22,873	22,285	22,158	20,492	18,763	18,716	18,505	16,738	16,738	16,738
Receivables	5,156	2,620	2,775	2,685	2,762	2,809	2,833	2,915	2,999	3,101	3,224	3,366
Inventories	236	264	281	280	286	293	301	309	316	324	333	341
Other	-	26	27	26	27	28	29	29	30	31	31	32
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	39,841	32,515	27,766	27,498	28,114	26,738	25,095	26,383	28,023	24,416	25,483	29,459
Non-Current Assets												
Investments	-	4,688	4,334	4,047	3,985	3,867	3,268	3,245	3,143	3,094	3,094	3,094
Receivables	67	102	104	109	114	120	126	132	139	146	150	155
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	423,814	424,360	440,684	442,184	443,597	446,836	450,456	450,311	450,307	455,911	457,055	455,352
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	425,805	431,073	447,047	448,264	449,621	452,747	455,774	455,613	455,513	461,075	462,223	460,525
TOTAL ASSETS	465,646	463,587	474,813	475,761	477,735	479,485	480,869	481,996	483,536	485,491	487,706	489,984
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,047	2,911	2,962	2,699	2,772	2,860	2,939	2,997	3,066	3,129	3,181	3,248
Borrowings	595	631	701	789	896	995	1,078	1,166	1,121	1,178	647	682
Provisions	2,943	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,585	6,480	6,601	6,426	6,606	6,793	6,955	7,100	7,126	7,245	6,766	6,868
Non-Current Liabilities												
Payables	8	5	5	-	-	-	-	-	-	-	-	-
Borrowings	9,032	8,406	8,705	9,416	10,521	11,026	10,948	10,782	10,661	9,483	8,837	8,155
Provisions	731	736	736	736	736	736	736	736	736	736	736	736
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	9,771	9,146	9,445	10,152	11,256	11,762	11,683	11,518	11,397	10,219	9,572	8,891
TOTAL LIABILITIES	16,356	15,626	16,046	16,578	17,862	18,554	18,639	18,618	18,522	17,464	16,338	15,759
Net Assets	449,290	447,961	458,767	459,183	459,873	460,931	462,230	463,378	465,013	468,027	471,368	474,225
EQUITY												
Retained Earnings	263,581	262,252	273,058	273,474	274,164	275,222	276,521	277,669	279,304	282,318	285,659	288,516
Revaluation Reserves	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709
Council Equity Interest	449,290	447,961	458,767	459,183	459,873	460,931	462,230	463,378	465,013	468,027	471,368	474,225
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	449,290	447,961	458,767	459,183	459,873	460,931	462,230	463,378	465,013	468,027	471,368	474,225

Attachment 3 – ‘Model 1’ Projected Cash Flow Statement

Bellingh Shire Council 10 Year Financial Plan for the Years ending 30 June 2026 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Model 1 - Service Levels Maintained												
	Actuals	Current Year						Projected Years				
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	12,275	12,644	13,193	13,823	14,475	15,193	15,914	16,690	17,506	18,365	18,967	19,560
User Charges & Fees	7,113	5,808	6,201	6,398	6,589	6,806	7,010	7,231	7,458	7,693	7,935	8,174
Interest & Investment Revenue Received	1,050	876	1,080	1,087	1,211	1,249	1,212	1,179	1,229	1,304	1,333	1,374
Grants & Contributions	12,001	8,100	19,638	8,341	8,156	8,453	8,627	8,005	8,190	9,224	9,418	8,827
Other	2,196	3,617	390	632	544	556	574	599	610	620	643	670
Payments:												
Employee Benefits & On-Costs	(9,568)	(10,551)	(10,473)	(10,659)	(10,624)	(10,933)	(11,252)	(11,565)	(11,958)	(12,363)	(12,779)	(13,208)
Materials & Contracts	(10,649)	(8,410)	(8,635)	(8,620)	(8,732)	(8,939)	(9,168)	(9,451)	(9,654)	(9,897)	(10,158)	(10,407)
Borrowing Costs	(430)	(569)	(551)	(547)	(561)	(610)	(630)	(627)	(621)	(624)	(568)	(507)
Bonds & Deposits Refunded	(29)	-	-	-	-	-	-	-	-	-	-	-
Other	(3,480)	(3,303)	(2,888)	(2,836)	(2,891)	(3,019)	(3,148)	(3,124)	(3,206)	(3,300)	(3,352)	(3,449)
Net Cash provided (or used in) Operating Activities	10,479	8,212	17,955	7,618	8,168	8,757	9,139	8,938	9,554	11,022	11,438	11,033
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,332	1,761	875	189	1,784	2,328	71	313	1,816	-	-
Sale of Infrastructure, Property, Plant & Equipment	244	185	583	396	528	458	1	629	1,095	975	363	363
Deferred Debtors Receipts	8	4	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(8,200)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(10,124)	(7,967)	(24,181)	(9,278)	(9,435)	(11,369)	(11,420)	(8,316)	(9,038)	(14,643)	(9,688)	(6,925)
Net Cash provided (or used in) Investing Activities	(18,072)	(5,446)	(21,837)	(8,007)	(8,719)	(9,127)	(9,091)	(7,616)	(7,630)	(11,851)	(9,325)	(6,562)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,850	-	1,000	1,500	2,000	1,500	1,000	1,000	1,000	-	-	-
Payments:												
Repayment of Borrowings & Advances	(173)	(591)	(631)	(701)	(789)	(896)	(995)	(1,078)	(1,166)	(1,121)	(1,178)	(647)
Net Cash Flow provided (used in) Financing Activities	4,677	(591)	369	799	1,211	604	5	(78)	(166)	(1,121)	(1,178)	(647)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,916)	2,176	(3,513)	410	660	234	54	1,244	1,758	(1,950)	935	3,825
plus: Cash, Cash Equivalents & Investments - beginning of year	6,065	3,149	5,325	1,812	2,222	2,882	3,116	3,170	4,414	6,172	4,222	5,157
Cash & Cash Equivalents - end of the year	3,149	5,325	1,812	2,222	2,882	3,116	3,170	4,414	6,172	4,222	5,157	8,982
Cash & Cash Equivalents - end of the year	3,149	5,325	1,812	2,222	2,882	3,116	3,170	4,414	6,172	4,222	5,157	8,982
Investments - end of the year	31,300	28,968	27,207	26,332	26,143	24,360	22,032	21,961	21,648	19,832	19,832	19,832
Cash, Cash Equivalents & Investments - end of the year	34,449	34,292	29,018	28,554	29,026	27,476	25,202	26,374	27,820	24,053	24,989	28,814

Attachment 4 – ‘Model 2’ Projected Income Statement

Belling Shire Council 10 Year Financial Plan for the Years ending 30 June 2026 INCOME STATEMENT - CONSOLIDATED Scenario: Model 2 - Service Levels Reduced												
	Actuals	Current Year						Projected Years				
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	12,244	12,856	13,225	13,607	14,014	14,434	14,867	15,313	15,774	16,248	16,737	17,221
User Charges & Fees	6,696	6,085	6,218	6,414	6,615	6,823	7,037	7,259	7,487	7,722	7,965	8,204
Interest & Investment Revenue	1,209	996	1,108	1,135	1,318	1,410	1,332	1,370	1,401	1,488	1,519	1,545
Other Revenues	511	492	506	521	537	553	570	587	604	622	641	660
Grants & Contributions provided for Operating Purposes	5,377	5,816	6,760	5,852	5,997	6,986	7,140	6,498	6,660	7,672	7,844	7,230
Grants & Contributions provided for Capital Purposes	6,320	2,284	12,878	2,489	2,160	1,466	1,487	1,508	1,529	1,551	1,574	1,597
Other Income:												
Net gains from the disposal of assets	143	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	32,500	28,529	40,695	30,017	30,640	31,673	32,433	32,534	33,455	35,304	36,281	36,457
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,774	10,665	9,719	9,915	10,129	10,420	10,719	11,013	11,385	11,767	12,162	12,567
Borrowing Costs	486	598	557	560	581	620	630	626	618	606	549	497
Materials & Contracts	9,471	8,055	7,913	7,831	7,981	8,191	8,401	8,641	8,837	9,064	9,298	9,530
Depreciation & Amortisation	9,065	7,236	7,273	7,383	7,494	7,672	7,799	7,831	7,947	8,063	8,182	8,264
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,808	3,303	2,888	2,836	2,891	3,019	3,148	3,124	3,206	3,300	3,352	3,449
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	14	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	31,618	29,857	28,350	28,524	29,076	29,921	30,697	31,234	31,993	32,802	33,543	34,307
Operating Result from Continuing Operations	882	(1,329)	12,345	1,493	1,564	1,751	1,736	1,300	1,462	2,502	2,738	2,150
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	882	(1,329)	12,345	1,493	1,564	1,751	1,736	1,300	1,462	2,502	2,738	2,150
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,438)	(3,613)	(533)	(996)	(596)	285	249	(208)	(67)	951	1,164	553

Attachment 5 – ‘Model 2’ Projected Balance Sheet

Bellinghen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

BALANCE SHEET - CONSOLIDATED

Scenario: Model 2 - Service Levels Reduced

	Actuals 2014/15 \$'000	Current Year 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	Projected Years					
							2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,149	5,325	2,079	2,696	4,022	4,575	3,232	4,563	6,172	4,222	4,574	7,716
Investments	31,300	24,280	23,598	23,598	23,598	22,174	21,674	21,674	21,458	19,367	19,367	19,367
Receivables	5,156	2,620	2,822	2,757	2,850	2,907	2,932	3,005	3,067	3,135	3,235	3,349
Inventories	236	264	259	258	263	270	277	285	291	299	306	314
Other	-	26	25	25	25	26	27	27	28	29	29	30
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	39,841	32,515	28,783	29,332	30,757	29,952	28,141	29,553	31,017	27,051	27,511	30,775
Non-Current Assets												
Investments	-	4,688	4,688	4,688	4,688	4,688	4,688	4,688	4,583	4,376	4,376	4,376
Receivables	67	102	104	107	109	112	115	118	121	125	128	131
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	423,814	424,360	440,684	442,184	443,597	446,836	450,456	450,311	450,307	455,911	457,055	455,352
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	425,805	431,073	447,400	448,902	450,318	453,559	457,182	457,041	456,935	462,336	463,482	461,783
TOTAL ASSETS	465,646	463,587	476,183	478,234	481,075	483,511	485,324	486,594	487,952	489,386	490,993	492,558
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,047	2,911	2,792	2,555	2,621	2,701	2,773	2,822	2,883	2,936	2,982	3,043
Borrowings	595	631	701	789	896	995	1,078	1,166	1,121	1,178	647	682
Provisions	2,943	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,585	6,480	6,431	6,282	6,455	6,634	6,789	6,926	6,942	7,052	6,567	6,664
Non-Current Liabilities												
Payables	8	5	4	-	-	-	-	-	-	-	-	-
Borrowings	9,032	8,406	8,705	9,416	10,521	11,026	10,948	10,782	10,661	9,483	8,837	8,155
Provisions	731	736	736	736	736	736	736	736	736	736	736	736
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	9,771	9,146	9,445	10,152	11,256	11,762	11,683	11,518	11,397	10,219	9,572	8,891
TOTAL LIABILITIES	16,356	15,626	15,876	16,435	17,711	18,396	18,473	18,444	18,339	17,271	16,140	15,554
Net Assets	449,290	447,961	460,307	461,799	463,364	465,115	466,851	468,151	469,613	472,115	474,854	477,004
EQUITY												
Retained Earnings	263,581	262,252	274,598	276,090	277,655	279,406	281,142	282,442	283,904	286,406	289,145	291,295
Revaluation Reserves	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709	185,709
Council Equity Interest	449,290	447,961	460,307	461,799	463,364	465,115	466,851	468,151	469,613	472,115	474,854	477,004
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	449,290	447,961	460,307	461,799	463,364	465,115	466,851	468,151	469,613	472,115	474,854	477,004

Attachment 6 – ‘Model 2’ Projected Cash Flow Statement

Bellingen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Model 2 - Service Levels Reduced

	Actuals 2014/15 \$'000	Current Year 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	Projected Years 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	12,275	12,644	13,193	13,589	13,980	14,416	14,831	15,276	15,735	16,208	16,696	17,179
User Charges & Fees	7,113	5,808	6,201	6,398	6,589	6,806	7,010	7,231	7,458	7,693	7,935	8,174
Interest & Investment Revenue Received	1,050	876	1,073	1,130	1,284	1,392	1,373	1,358	1,409	1,501	1,495	1,500
Grants & Contributions	12,001	8,100	19,638	8,341	8,156	8,453	8,627	8,005	8,190	9,224	9,418	8,827
Other	2,196	3,617	390	629	541	552	570	595	605	615	642	668
Payments:												
Employee Benefits & On-Costs	(9,568)	(10,551)	(9,748)	(10,158)	(10,129)	(10,420)	(10,719)	(11,013)	(11,385)	(11,767)	(12,162)	(12,567)
Materials & Contracts	(10,649)	(8,410)	(8,007)	(7,846)	(7,947)	(8,134)	(8,344)	(8,606)	(8,788)	(9,009)	(9,248)	(9,474)
Borrowing Costs	(430)	(569)	(551)	(547)	(561)	(610)	(630)	(627)	(621)	(624)	(568)	(507)
Other	(3,480)	(3,303)	(2,888)	(2,836)	(2,891)	(3,019)	(3,148)	(3,124)	(3,206)	(3,300)	(3,352)	(3,449)
Net Cash provided (or used in) Operating Activities	10,479	8,212	19,301	8,699	9,022	9,436	9,571	9,096	9,398	10,540	10,856	10,350
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,332	682	-	-	1,424	500	-	320	2,299	-	-
Sale of Infrastructure, Property, Plant & Equipment	244	185	583	396	528	458	1	629	1,095	975	363	363
Deferred Debtors Receipts	8	4	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(8,200)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(10,124)	(7,967)	(24,181)	(9,278)	(9,435)	(11,369)	(11,420)	(8,316)	(9,038)	(14,643)	(9,688)	(6,925)
Net Cash provided (or used in) Investing Activities	(18,072)	(5,446)	(22,916)	(8,882)	(8,907)	(9,487)	(10,919)	(7,687)	(7,623)	(11,369)	(9,325)	(6,562)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,850	-	1,000	1,500	2,000	1,500	1,000	1,000	1,000	-	-	-
Payments:												
Repayment of Borrowings & Advances	(173)	(591)	(631)	(701)	(789)	(896)	(995)	(1,078)	(1,166)	(1,121)	(1,178)	(647)
Net Cash Flow provided (used in) Financing Activities	4,677	(591)	369	799	1,211	604	5	(78)	(166)	(1,121)	(1,178)	(647)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,916)	2,176	(3,245)	616	1,326	553	(1,343)	1,330	1,609	(1,950)	352	3,142
plus: Cash, Cash Equivalents & Investments - beginning of year	6,065	3,149	5,325	2,079	2,696	4,022	4,575	3,232	4,563	6,172	4,222	4,574
Cash & Cash Equivalents - end of the year	3,149	5,325	2,079	2,696	4,022	4,575	3,232	4,563	6,172	4,222	4,574	7,716
Cash & Cash Equivalents - end of the year	3,149	5,325	2,079	2,696	4,022	4,575	3,232	4,563	6,172	4,222	4,574	7,716
Investments - end of the year	31,300	28,968	28,285	28,285	28,285	26,861	26,361	26,361	26,041	23,742	23,742	23,742
Cash, Cash Equivalents & Investments - end of the year	34,449	34,292	30,365	30,981	32,307	31,436	29,593	30,924	32,213	27,964	28,316	31,458

Attachment 7 - 'Model 1' Projected Income Statement (General Fund)

Bellingen Shire Council 10 Year Financial Plan for the Years ending 30 June 2026 INCOME STATEMENT - GENERAL FUND Scenario: Model 1 - Service Levels Maintained												
	Actuals	Current Year						Projected Years				
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,997	9,422	9,670	10,168	10,709	11,279	11,880	12,515	13,186	13,893	14,330	14,760
User Charges & Fees	4,915	4,163	4,241	4,369	4,500	4,635	4,774	4,917	5,064	5,216	5,373	5,534
Interest & Investment Revenue	453	339	440	414	408	531	458	455	442	545	596	684
Other Revenues	506	478	492	507	522	538	554	571	588	606	624	643
Grants & Contributions provided for Operating Purposes	5,288	5,724	6,666	5,755	5,897	6,884	7,034	6,388	6,548	7,556	7,725	7,107
Grants & Contributions provided for Capital Purposes	4,746	1,069	12,770	2,378	2,046	1,350	1,368	1,386	1,404	1,423	1,442	1,462
Other Income:												
Net gains from the disposal of assets	143	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,048	21,195	34,280	23,591	24,082	25,216	26,068	26,232	27,232	29,240	30,091	30,189
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,568	8,239	8,107	7,958	8,118	8,352	8,593	8,827	9,138	9,457	9,787	10,126
Borrowing Costs	486	598	557	560	581	620	630	626	618	606	549	497
Materials & Contracts	8,504	6,986	7,667	7,590	7,744	7,959	8,174	8,419	8,621	8,853	9,093	9,320
Depreciation & Amortisation	7,355	5,215	5,267	5,320	5,373	5,427	5,481	5,536	5,591	5,647	5,704	5,761
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,176	2,563	2,286	2,220	2,259	2,372	2,484	2,444	2,509	2,586	2,619	2,698
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	26,089	23,601	23,884	23,647	24,075	24,728	25,362	25,851	26,476	27,150	27,751	28,401
Operating Result from Continuing Operations	(1,041)	(2,407)	10,395	(55)	8	487	706	381	756	2,090	2,339	1,789
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(1,041)	(2,407)	10,395	(55)	8	487	706	381	756	2,090	2,339	1,789
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,787)	(3,476)	(2,374)	(2,434)	(2,039)	(863)	(662)	(1,005)	(648)	667	897	326

Attachment 8 - 'Model 1' Projected Balance Sheet (General Fund)

Bellingham Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

BALANCE SHEET - GENERAL FUND

Scenario: Model 1 - Service Levels Maintained

BALANCE SHEET - GENERAL FUND		Actuals	Current Year	Projected Years									
Scenario: Model 1 - Service Levels Maintained		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS													
Current Assets													
Cash & Cash Equivalents		1,040	2,417	500	500	500	500	500	500	500	500	1,526	3,292
Investments		14,300	9,612	8,887	8,299	8,173	7,931	6,702	6,654	6,444	6,344	6,344	6,344
Receivables		4,041	1,683	1,805	1,707	1,750	1,789	1,778	1,824	1,870	1,933	2,016	2,117
Inventories		222	248	265	264	270	277	285	293	300	308	316	324
Other		-	26	27	26	27	28	29	29	30	31	31	32
Non-current assets classified as "held for sale"		-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets		19,603	13,986	11,485	10,797	10,719	10,525	9,293	9,301	9,144	9,116	10,234	12,110
Non-Current Assets													
Investments		-	4,688	4,334	4,047	3,985	3,867	3,268	3,245	3,143	3,094	3,094	3,094
Receivables		67	102	104	109	114	120	126	132	139	146	150	155
Inventories		-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment		336,462	334,217	347,888	349,334	350,759	352,245	354,859	355,228	356,140	357,241	357,333	356,661
Investments Accounted for using the equity method		-	-	-	-	-	-	-	-	-	-	-	-
Investment Property		1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Intangible Assets		-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"		-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets		338,453	340,930	354,250	355,414	356,783	358,156	360,177	360,530	361,346	362,405	362,501	361,833
TOTAL ASSETS		358,056	354,916	365,735	366,211	367,502	368,681	369,471	369,830	370,490	371,521	372,734	373,943
LIABILITIES													
Current Liabilities													
Bank Overdraft		-	-	-	-	-	-	-	-	-	-	-	-
Payables		3,023	2,884	2,938	2,674	2,747	2,834	2,913	2,970	3,039	3,101	3,153	3,219
Borrowings		595	631	701	789	896	995	1,078	1,166	1,121	1,178	647	682
Provisions		2,943	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938
Liabilities associated with assets classified as "held for sale"		-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities		6,561	6,453	6,577	6,401	6,581	6,767	6,929	7,074	7,098	7,217	6,737	6,839
Non-Current Liabilities													
Payables		8	5	5	-	-	-	-	-	-	-	-	-
Borrowings		9,032	8,406	8,705	9,416	10,521	11,026	10,948	10,782	10,661	9,483	8,837	8,155
Provisions		731	736	736	736	736	736	736	736	736	736	736	736
Investments Accounted for using the equity method		-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"		-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities		9,771	9,146	9,445	10,152	11,256	11,762	11,683	11,518	11,397	10,219	9,572	8,891
TOTAL LIABILITIES		16,332	15,599	16,022	16,553	17,837	18,529	18,613	18,592	18,495	17,436	16,310	15,730
Net Assets		341,724	339,317	349,713	349,658	349,665	350,152	350,858	351,239	351,995	354,085	356,424	358,213
EQUITY													
Retained Earnings		234,607	232,200	242,596	242,541	242,548	243,035	243,741	244,122	244,878	246,968	249,307	251,096
Revaluation Reserves		107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117
Council Equity Interest		341,724	339,317	349,713	349,658	349,665	350,152	350,858	351,239	351,995	354,085	356,424	358,213
Minority Equity Interest		-	-	-	-	-	-	-	-	-	-	-	-
Total Equity		341,724	339,317	349,713	349,658	349,665	350,152	350,858	351,239	351,995	354,085	356,424	358,213

Attachment 9 - 'Model 1' Projected Cash Flow Statement (General Fund)

Bellingen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Model 1 - Service Levels Maintained

	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	9,275	9,663	10,154	10,693	11,262	11,863	12,497	13,166	13,873	14,317	14,748
User Charges & Fees	4,074	4,230	4,350	4,480	4,615	4,753	4,896	5,043	5,194	5,350	5,510
Interest & Investment Revenue Received	219	452	438	396	528	506	439	435	532	550	613
Grants & Contributions	6,793	19,436	8,133	7,943	8,234	8,402	7,774	7,952	8,979	9,167	8,569
Other	3,173	377	619	531	542	560	584	595	605	627	653
Payments:											
Employee Benefits & On-Costs	(8,125)	(8,111)	(8,226)	(8,118)	(8,352)	(8,593)	(8,827)	(9,138)	(9,457)	(9,787)	(10,126)
Materials & Contracts	(7,343)	(7,637)	(7,610)	(7,707)	(7,899)	(8,114)	(8,381)	(8,568)	(8,794)	(9,039)	(9,260)
Borrowing Costs	(569)	(551)	(547)	(561)	(610)	(630)	(627)	(621)	(624)	(568)	(507)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(2,563)	(2,286)	(2,220)	(2,259)	(2,372)	(2,484)	(2,444)	(2,509)	(2,586)	(2,619)	(2,698)
Net Cash provided (or used in) Operating Activities	4,934	15,573	5,092	5,398	5,949	6,262	5,912	6,356	7,721	7,998	7,502
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	1,079	875	189	360	1,828	71	313	149	-	-
Sale of Infrastructure, Property, Plant & Equipment	185	583	396	528	458	1	629	1,095	975	363	363
Deferred Debtors Receipts	4	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(3,155)	(19,521)	(7,162)	(7,326)	(7,370)	(8,097)	(6,534)	(7,598)	(7,723)	(6,158)	(5,452)
Net Cash provided (or used in) Investing Activities	(2,966)	(17,860)	(5,891)	(6,610)	(6,553)	(6,268)	(5,834)	(6,190)	(6,600)	(5,795)	(5,089)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	1,000	1,500	2,000	1,500	1,000	1,000	1,000	-	-	-
Payments:											
Repayment of Borrowings & Advances	(591)	(631)	(701)	(789)	(896)	(995)	(1,078)	(1,166)	(1,121)	(1,178)	(647)
Net Cash Flow provided (used in) Financing Activities	(591)	369	799	1,211	604	5	(78)	(166)	(1,121)	(1,178)	(647)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,377	(1,917)	(0)	(0)	0	(0)	0	(0)	0	1,026	1,766
plus: Cash, Cash Equivalents & Investments - beginning of year	1,040	2,417	500	500	500	500	500	500	500	500	1,526
Cash & Cash Equivalents - end of the year	2,417	500	500	500	500	500	500	500	500	1,526	3,292
Cash & Cash Equivalents - end of the year	2,417	500	500	500	500	500	500	500	500	1,526	3,292
Investments - end of the year	14,300	13,221	12,346	12,158	11,798	9,970	9,899	9,587	9,438	9,438	9,438
Cash, Cash Equivalents & Investments - end of the year	16,717	13,721	12,846	12,658	12,298	10,470	10,399	10,087	9,938	10,964	12,730

Attachment 10 - 'Model 1' Projected Income Statement (Water Fund)

Bellingen Shire Council 10 Year Financial Plan for the Years ending 30 June 2026 INCOME STATEMENT - WATER FUND Scenario: Model 1 - Service Levels Maintained												
	Actuals	Current Year						Projected Years				
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	435	485	502	520	538	557	576	596	617	639	661	684
User Charges & Fees	1,599	1,722	1,771	1,832	1,897	1,963	2,032	2,103	2,176	2,252	2,331	2,401
Interest & Investment Revenue	510	552	554	569	705	595	571	604	648	677	718	673
Other Revenues	3	13	13	14	14	14	15	15	16	16	17	17
Grants & Contributions provided for Operating Purposes	48	49	51	52	54	55	57	59	60	62	64	66
Grants & Contributions provided for Capital Purposes	94	153	78	80	82	84	86	88	90	93	95	97
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,689	2,974	2,969 2,891	3,066	3,289	3,268	3,336	3,465	3,608	3,739	3,886	3,939
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,034	1,142	1,073	1,106	1,139	1,173	1,208	1,244	1,282	1,320	1,360	1,400
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	325	363	355	359	363	367	371	375	379	383	387	397
Depreciation & Amortisation	727	863	891	919	950	1,013	1,054	1,049	1,076	1,104	1,132	1,143
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	365	420	288	295	302	310	318	326	334	342	351	359
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,451	2,787	2,607	2,679	2,754	2,863	2,952	2,994	3,071	3,149	3,229	3,300
Operating Result from Continuing Operations	238	187	361	388	535	404	385	471	536	590	657	639
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	238	187	361	388	535	404	385	471	536	590	657	639
Net Operating Result before Grants and Contributions provided for Capital Purposes	144	34	283	308	453	320	299	383	446	498	562	541

Attachment 11 - 'Model 1' Projected Balance Sheet (Water Fund)

Bellinghen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

BALANCE SHEET - WATER FUND

Scenario: Model 1 - Service Levels Maintained

	Actuals 2014/15 \$'000	Current Year 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	Projected Years					
							2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,714	2,407	500	786	1,005	500	500	1,416	2,561	3,428	4,541	5,293
Investments	13,000	13,000	12,318	12,318	12,318	10,894	10,394	10,394	10,394	10,394	10,394	10,394
Receivables	681	630	651	664	688	702	726	752	778	805	833	861
Inventories	14	16	15	15	16	16	16	16	16	17	17	17
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	15,409	16,053	13,484	13,784	14,026	12,111	11,636	12,578	13,749	14,643	15,784	16,565
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	44,024	43,568	46,497	46,585	46,878	49,197	50,058	49,587	48,952	48,648	48,164	48,022
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	44,024	43,568	46,497	46,585	46,878	49,197	50,058	49,587	48,952	48,648	48,164	48,022
TOTAL ASSETS	59,433	59,621	59,981	60,369	60,904	61,308	61,693	62,165	62,701	63,292	63,948	64,587
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	7	8	6	7	7	7	7	7	7	7	7	8
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7	8	6	7	7	7	7	7	7	7	7	8
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	7	8	6	7	7	7	7	7	7	7	7	8
Net Assets	59,426	59,613	59,974	60,362	60,897	61,302	61,686	62,158	62,694	63,284	63,941	64,580
EQUITY												
Retained Earnings	18,795	18,982	19,343	19,731	20,266	20,671	21,055	21,527	22,063	22,653	23,310	23,949
Revaluation Reserves	40,631	40,631	40,631	40,631	40,631	40,631	40,631	40,631	40,631	40,631	40,631	40,631
Council Equity Interest	59,426	59,613	59,974	60,362	60,897	61,302	61,686	62,158	62,694	63,284	63,941	64,580
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	59,426	59,613	59,974	60,362	60,897	61,302	61,686	62,158	62,694	63,284	63,941	64,580

Attachment 12 - 'Model 1' Projected Cash Flow Statement (Water Fund)

Bellingen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

CASH FLOW STATEMENT - WATER FUND

Scenario: Model 1 - Service Levels Maintained

	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	435	485	502	520	538	557	576	597	617	639	661
User Charges & Fees	1,584	1,767	1,837	1,892	1,968	2,027	2,098	2,171	2,247	2,325	2,396
Interest & Investment Revenue Received	552	554	569	705	595	571	604	648	677	718	673
Grants & Contributions	202	129	132	136	139	143	147	151	155	159	163
Other	251	13	13	14	14	14	15	15	16	16	17
Payments:											
Employee Benefits & On-Costs	(1,142)	(1,073)	(1,106)	(1,139)	(1,173)	(1,208)	(1,244)	(1,282)	(1,320)	(1,360)	(1,400)
Materials & Contracts	(364)	(356)	(359)	(363)	(367)	(371)	(375)	(379)	(383)	(387)	(397)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-
Other	(420)	(288)	(295)	(302)	(310)	(318)	(326)	(334)	(342)	(351)	(359)
Net Cash provided (or used in) Operating Activities	1,100	1,231	1,293	1,461	1,403	1,415	1,495	1,587	1,667	1,760	1,753
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	682	-	-	1,424	500	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(407)	(3,820)	(1,007)	(1,243)	(3,332)	(1,915)	(578)	(442)	(800)	(648)	(1,001)
Net Cash provided (or used in) Investing Activities	(407)	(3,138)	(1,007)	(1,243)	(1,908)	(1,415)	(578)	(442)	(800)	(648)	(1,001)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	693	(1,907)	286	219	(505)	(0)	916	1,145	867	1,113	752
plus: Cash, Cash Equivalents & Investments - beginning of year	1,714	2,407	500	786	1,005	500	500	1,416	2,561	3,428	4,541
Cash & Cash Equivalents - end of the year	2,407	500	786	1,005	500	500	1,416	2,561	3,428	4,541	5,293
Cash & Cash Equivalents - end of the year	2,407	500	786	1,005	500	500	1,416	2,561	3,428	4,541	5,293
Investments - end of the year	13,000	12,318	12,318	12,318	10,894	10,394	10,394	10,394	10,394	10,394	10,394
Cash, Cash Equivalents & Investments - end of the year	15,407	12,818	13,104	13,322	11,394	10,894	11,810	12,955	13,822	14,934	15,687

Attachment 13 - 'Model 1' Projected Income Statement (Sewer Fund)

Bellingen Shire Council 10 Year Financial Plan for the Years ending 30 June 2026 INCOME STATEMENT - SEWER FUND Scenario: Model 1 - Service Levels Maintained												
	Actuals	Current Year						Projected Years				
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,812	2,949	3,053	3,160	3,270	3,385	3,503	3,626	3,753	3,884	4,020	4,160
User Charges & Fees	182	200	206	212	219	225	232	239	246	254	261	269
Interest & Investment Revenue	246	105	73	80	109	127	135	135	146	95	65	89
Other Revenues	2	1	1	1	1	1	1	1	1	1	1	1
Grants & Contributions provided for Operating Purposes	41	42	44	45	46	48	49	51	52	54	55	57
Grants & Contributions provided for Capital Purposes	1,480	1,062	30	31	32	32	33	34	35	36	37	37
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	4,763	4,360	3,406	3,528	3,676	3,817	3,953	4,085	4,232	4,323	4,438	4,614
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,172	1,284	1,289	1,328	1,367	1,408	1,451	1,494	1,539	1,585	1,633	1,682
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	642	706	641	651	661	672	684	695	707	719	732	750
Depreciation & Amortisation	983	1,159	1,115	1,144	1,172	1,232	1,264	1,246	1,280	1,313	1,347	1,360
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	267	320	313	321	329	338	346	355	364	373	382	391
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	14	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,078	3,469	3,358	3,444	3,530	3,651	3,744	3,790	3,889	3,990	4,093	4,184
Operating Result from Continuing Operations	1,685	891	49	84	147	167	209	295	343	333	345	430
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,685	891	49	84	147	167	209	295	343	333	345	430
Net Operating Result before Grants and Contributions provided for Capital Purposes	205	(171)	19	53	115	134	176	261	308	298	308	392

Attachment 14 - 'Model 1' Projected Balance Sheet (Sewer Fund)

Bellingham Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

BALANCE SHEET - SEWER FUND

Scenario: Model 1 - Service Levels Maintained

	Actuals 2014/15 \$'000	Current Year 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	Projected Years					
							2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	395	500	812	936	1,378	2,116	2,170	2,497	3,111	293	-	396
Investments	4,000	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	-	-	-
Receivables	434	308	318	313	324	318	329	340	351	363	375	388
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,829	2,476	2,798	2,917	3,369	4,102	4,166	4,505	5,129	656	375	784
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	43,328	46,575	46,300	46,265	45,960	45,394	45,539	45,496	45,215	50,022	51,558	50,670
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	43,328	46,575	46,300	46,265	45,960	45,394	45,539	45,496	45,215	50,022	51,558	50,670
TOTAL ASSETS	48,157	49,050	49,097	49,182	49,329	49,496	49,705	50,001	50,344	50,678	51,933	51,454
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	910	-
Payables	17	19	18	18	19	19	19	20	20	20	21	21
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	17	19	18	18	19	19	19	20	20	20	931	21
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	17	19	18	18	19	19	19	20	20	20	931	21
Net Assets	48,140	49,031	49,079	49,164	49,310	49,477	49,686	49,981	50,324	50,658	51,003	51,432
EQUITY												
Retained Earnings	10,179	11,070	11,118	11,203	11,349	11,516	11,725	12,020	12,363	12,697	13,042	13,471
Revaluation Reserves	37,961	37,961	37,961	37,961	37,961	37,961	37,961	37,961	37,961	37,961	37,961	37,961
Council Equity Interest	48,140	49,031	49,079	49,164	49,310	49,477	49,686	49,981	50,324	50,658	51,003	51,432
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	48,140	49,031	49,079	49,164	49,310	49,477	49,686	49,981	50,324	50,658	51,003	51,432

Attachment 15 - 'Model 1' Projected Cash Flow Statement (Sewer Fund)

Bellinghen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

CASH FLOW STATEMENT - SEWER FUND

Scenario: Model 1 - Service Levels Maintained

	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	2,933	3,044	3,167	3,262	3,393	3,495	3,617	3,744	3,875	4,010	4,151
User Charges & Fees	150	205	211	217	224	230	237	244	252	259	267
Interest & Investment Revenue Received	105	73	80	109	127	135	135	146	95	65	89
Grants & Contributions	1,104	74	76	78	80	82	85	87	89	92	94
Other	193	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Payments:											
Employee Benefits & On-Costs	(1,284)	(1,289)	(1,328)	(1,367)	(1,408)	(1,451)	(1,494)	(1,539)	(1,585)	(1,633)	(1,682)
Materials & Contracts	(704)	(642)	(651)	(661)	(672)	(683)	(695)	(707)	(719)	(732)	(750)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-
Other	(320)	(313)	(321)	(329)	(338)	(346)	(355)	(364)	(373)	(382)	(391)
Net Cash provided (or used in) Operating Activities	2,178	1,152	1,234	1,308	1,405	1,462	1,531	1,612	1,634	1,680	1,778
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	2,332	-	-	-	-	-	-	-	1,668	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(4,405)	(840)	(1,109)	(867)	(666)	(1,409)	(1,204)	(998)	(6,119)	(2,883)	(472)
Net Cash provided (or used in) Investing Activities	(2,073)	(840)	(1,109)	(867)	(666)	(1,409)	(1,204)	(998)	(4,452)	(2,883)	(472)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	105	312	124	442	739	54	327	613	(2,817)	(1,203)	1,306
plus: Cash, Cash Equivalents & Investments - beginning of year	395	500	812	936	1,378	2,116	2,170	2,497	3,111	293	(910)
Cash & Cash Equivalents - end of the year	500	812	936	1,378	2,116	2,170	2,497	3,111	293	(910)	396
Cash & Cash Equivalents - end of the year	500	812	936	1,378	2,116	2,170	2,497	3,111	293	(910)	396
Investments - end of the year	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,168	2,479	2,604	3,045	3,784	3,838	4,165	4,778	293	(910)	396

Attachment 16 - 'Model 2' Projected Income Statement (General Fund)

Bellingen Shire Council 10 Year Financial Plan for the Years ending 30 June 2026 INCOME STATEMENT - GENERAL FUND Scenario: Model 2 - Service Levels Reduced												
	Actuals	Current Year						Projected Years				
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,997	9,422	9,670	9,927	10,206	10,493	10,788	11,092	11,404	11,725	12,056	12,376
User Charges & Fees	4,915	4,163	4,241	4,369	4,500	4,635	4,774	4,917	5,064	5,216	5,373	5,534
Interest & Investment Revenue	453	339	480	486	503	689	626	630	607	715	736	784
Other Revenues	506	478	492	507	522	538	554	571	588	606	624	643
Grants & Contributions provided for Operating Purposes	5,288	5,724	6,666	5,755	5,897	6,884	7,034	6,388	6,548	7,556	7,725	7,107
Grants & Contributions provided for Capital Purposes	4,746	1,069	12,770	2,378	2,046	1,350	1,368	1,386	1,404	1,423	1,442	1,462
Other Income:												
Net gains from the disposal of assets	143	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,048	21,195	34,320	23,423	23,675	24,588	25,144	24,983	25,615	27,242	27,957	27,905
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,568	8,239	7,357	7,482	7,623	7,839	8,060	8,274	8,564	8,862	9,169	9,485
Borrowing Costs	486	598	557	560	581	620	630	626	618	606	549	497
Materials & Contracts	8,504	6,986	6,917	6,821	6,956	7,151	7,346	7,571	7,751	7,962	8,179	8,383
Depreciation & Amortisation	7,355	5,215	5,267	5,320	5,373	5,427	5,481	5,536	5,591	5,647	5,704	5,761
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,176	2,563	2,286	2,220	2,259	2,372	2,484	2,444	2,509	2,586	2,619	2,698
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	26,089	23,601	22,384	22,402	22,792	23,408	24,002	24,450	25,033	25,663	26,220	26,824
Operating Result from Continuing Operations	(1,041)	(2,407)	11,935	1,021	883	1,180	1,142	534	582	1,579	1,737	1,082
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(1,041)	(2,407)	11,935	1,021	883	1,180	1,142	534	582	1,579	1,737	1,082
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,787)	(3,476)	(834)	(1,357)	(1,164)	(170)	(226)	(852)	(822)	156	294	(381)

Attachment 17 - 'Model 2' Projected Balance Sheet (General Fund)

Bellingham Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

BALANCE SHEET - GENERAL FUND

Scenario: Model 2 - Service Levels Reduced

	Actuals 2014/15 \$'000	Current Year 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	Projected Years					
							2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,040	2,417	768	974	1,639	1,959	562	649	500	500	943	2,026
Investments	14,300	9,612	9,612	9,612	9,612	9,612	9,612	9,612	9,397	8,973	8,973	8,973
Receivables	4,041	1,683	1,852	1,779	1,839	1,888	1,877	1,914	1,938	1,967	2,026	2,099
Inventories	222	248	244	242	247	254	261	268	275	282	290	297
Other	-	26	25	25	25	26	27	27	28	29	29	30
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	19,603	13,986	12,501	12,631	13,362	13,738	12,339	12,471	12,138	11,751	12,261	13,426
Non-Current Assets												
Investments	-	4,688	4,688	4,688	4,688	4,688	4,688	4,688	4,583	4,376	4,376	4,376
Receivables	67	102	104	107	109	112	115	118	121	125	128	131
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	336,462	334,217	347,888	349,334	350,759	352,245	354,859	355,228	356,140	357,241	357,333	356,661
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	338,453	340,930	354,603	356,052	357,480	358,968	361,586	361,958	362,768	363,666	363,760	363,091
TOTAL ASSETS	358,056	354,916	367,104	368,683	370,842	372,707	373,925	374,429	374,906	375,417	376,021	376,517
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,023	2,884	2,768	2,531	2,596	2,676	2,746	2,795	2,856	2,908	2,954	3,014
Borrowings	595	631	701	789	896	995	1,078	1,166	1,121	1,178	647	682
Provisions	2,943	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938	2,938
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,561	6,453	6,407	6,258	6,430	6,609	6,763	6,899	6,915	7,024	6,539	6,635
Non-Current Liabilities												
Payables	8	5	4	-	-	-	-	-	-	-	-	-
Borrowings	9,032	8,406	8,705	9,416	10,521	11,026	10,948	10,782	10,661	9,483	8,837	8,155
Provisions	731	736	736	736	736	736	736	736	736	736	736	736
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	9,771	9,146	9,445	10,152	11,256	11,762	11,683	11,518	11,397	10,219	9,572	8,891
TOTAL LIABILITIES	16,332	15,599	15,852	16,410	17,686	18,370	18,446	18,417	18,312	17,243	16,111	15,525
Net Assets	341,724	339,317	351,253	352,274	353,156	354,337	355,479	356,012	356,594	358,173	359,910	360,992
EQUITY												
Retained Earnings	234,607	232,200	244,136	245,157	246,039	247,220	248,362	248,895	249,477	251,056	252,793	253,875
Revaluation Reserves	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117	107,117
Council Equity Interest	341,724	339,317	351,253	352,274	353,156	354,337	355,479	356,012	356,594	358,173	359,910	360,992
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	341,724	339,317	351,253	352,274	353,156	354,337	355,479	356,012	356,594	358,173	359,910	360,992

Attachment 18 - 'Model 2' Projected Cash Flow Statement (General Fund)

Bellinghen Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Model 2 - Service Levels Reduced

	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	9,275	9,663	9,920	10,198	10,485	10,779	11,083	11,395	11,716	12,047	12,367
User Charges & Fees	4,074	4,230	4,350	4,480	4,615	4,753	4,896	5,043	5,194	5,350	5,510
Interest & Investment Revenue Received	219	445	481	469	671	667	618	615	728	712	738
Grants & Contributions	6,793	19,436	8,133	7,943	8,234	8,402	7,774	7,952	8,979	9,167	8,569
Other	3,173	377	615	527	539	556	580	590	600	626	652
Payments:											
Employee Benefits & On-Costs	(8,125)	(7,386)	(7,725)	(7,623)	(7,839)	(8,060)	(8,274)	(8,564)	(8,862)	(9,169)	(9,485)
Materials & Contracts	(7,343)	(7,009)	(6,836)	(6,922)	(7,095)	(7,289)	(7,535)	(7,702)	(7,907)	(8,129)	(8,328)
Borrowing Costs	(569)	(551)	(547)	(561)	(610)	(630)	(627)	(621)	(624)	(568)	(507)
Other	(2,563)	(2,286)	(2,220)	(2,259)	(2,372)	(2,484)	(2,444)	(2,509)	(2,586)	(2,619)	(2,698)
Net Cash provided (or used in) Operating Activities	4,934	16,919	6,172	6,253	6,628	6,694	6,070	6,199	7,238	7,415	6,819
Cash Flows from Investing Activities											
Receipts:											
Sale of Infrastructure, Property, Plant & Equipment	185	583	396	528	458	1	629	1,095	975	363	363
Deferred Debtors Receipts	4	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Infrastructure, Property, Plant & Equipment	(3,155)	(19,521)	(7,162)	(7,326)	(7,370)	(8,097)	(6,534)	(7,598)	(7,723)	(6,158)	(5,452)
Net Cash provided (or used in) Investing Activities	(2,966)	(18,938)	(6,766)	(6,798)	(6,912)	(8,096)	(5,905)	(6,183)	(6,117)	(5,795)	(5,089)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	1,000	1,500	2,000	1,500	1,000	1,000	1,000	-	-	-
Payments:											
Repayment of Borrowings & Advances	(591)	(631)	(701)	(789)	(896)	(995)	(1,078)	(1,166)	(1,121)	(1,178)	(647)
Net Cash Flow provided (used in) Financing Activities	(591)	369	799	1,211	604	5	(78)	(166)	(1,121)	(1,178)	(647)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,377	(1,650)	206	666	319	(1,396)	87	(149)	-	443	1,083
plus: Cash, Cash Equivalents & Investments - beginning of year	1,040	2,417	768	974	1,639	1,959	562	649	500	500	943
Cash & Cash Equivalents - end of the year	2,417	768	974	1,639	1,959	562	649	500	500	943	2,026
Cash & Cash Equivalents - end of the year	2,417	768	974	1,639	1,959	562	649	500	500	943	2,026
Investments - end of the year	14,300	14,300	14,300	14,300	14,300	14,300	14,300	13,980	13,349	13,349	13,349
Cash, Cash Equivalents & Investments - end of the year	16,717	15,068	15,274	15,939	16,259	14,862	14,949	14,480	13,849	14,292	15,375

Bellingen Shire Council
10 Year Financial Plan for the Years ending 30 June 2026
Capital Expenditure - Consolidated Fund
Scenario: Model 1 - Service Levels Maintained

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Plant and Equipment											
Plant Replacement - Light/Major/Minor	1,879,148	1,631,606	2,001,076	1,680,558	2,829,052	2,195,559	3,628,077	3,283,609	1,416,155	1,416,155	21,960,995
IT Hardware and Software	607,047	159,243	72,510	93,756	79,716	91,471	93,617	96,139	67,054	65,606	1,426,159
Other Capital Purchases	220,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	760,000
Total Plant and Equipment	2,706,195	1,850,849	2,133,586	1,834,314	2,968,768	2,347,030	3,781,694	3,439,748	1,543,209	1,541,761	24,147,154
Roads and Footpaths											
Roads - Renewals	10,025,496	1,158,250	1,766,194	2,638,424	2,036,270	622,275	521,862	1,037,737	1,287,361	499,545	21,593,414
Roads - Heavy Patching and Resurfacing (Renewals)	1,400,000	591,220	753,508	699,979	717,478	735,415	753,801	772,646	791,962	811,761	8,027,770
Roads - Gravel Resurfacing (Renewals)	657,600	205,000	210,125	215,378	220,763	226,282	231,939	237,737	243,681	249,773	2,698,276
Roads - Shoulder Resheeting Sealed Roads (Renewals)	50,000	51,250	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443	560,169
Roads - Unsealed Roads Heavy Formation (Renewals)	200,000	205,000	210,125	215,378	220,763	226,282	231,939	237,737	243,681	249,773	2,240,676
Roads - Kerb and Gutter (Renewals)	60,000	61,500	63,038	64,613	66,229	67,884	69,582	71,321	73,104	74,932	672,203
Roads - Regional Roads (Renewals)	-	368,020	381,849	-	-	-	-	-	-	-	749,869
Main Street Renewal	950,000	253,000	-	-	-	-	-	-	-	-	1,203,000
Roads - New Assets/Upgrade	120,000	700,000	-	-	-	-	-	-	-	-	820,000
Total Roads	13,463,096	3,593,240	3,437,369	3,887,617	3,316,693	1,934,708	1,867,106	2,416,613	2,700,709	1,948,226	38,565,378
Bridges											
Bridge - Renewals	3,352,000	1,717,625	1,755,313	1,648,431	1,811,061	2,252,330	1,949,133	1,867,106	1,913,784	1,961,629	20,228,412
Total Bridges	3,352,000	1,717,625	1,755,313	1,648,431	1,811,061	2,252,330	1,949,133	1,867,106	1,913,784	1,961,629	20,228,412
Water											
Infrastructure, Property, Plant and Equipment	3,820,000	1,007,000	1,242,600	3,332,000	1,914,750	578,200	441,650	799,800	647,700	1,001,000	14,784,700
Total Water	3,820,000	1,007,000	1,242,600	3,332,000	1,914,750	578,200	441,650	799,800	647,700	1,001,000	14,784,700
Sewer											
Infrastructure, Property, Plant and Equipment	840,000	1,109,356	866,550	666,400	1,408,750	1,203,600	998,250	6,119,400	2,882,900	471,900	16,567,106
Total Sewer	840,000	1,109,356	866,550	666,400	1,408,750	1,203,600	998,250	6,119,400	2,882,900	471,900	16,567,106
Total Capital Works	24,181,291	9,278,070	9,435,418	11,368,762	11,420,022	8,315,868	9,037,834	14,642,667	9,688,302	6,924,516	114,292,750

Capital Works Program 16/17

Function	Description	Type of Capital Expenditure	Amount	Own Source Revenue	Grant Funding	Reserve	Loan	Source of Funding
General Fund Capital Expenditure								
Administration	Plant Replacement Program	Renewal	\$ 1,879,148			\$ 1,879,148		Plant Reserve - GF
Administration	IT Hardware & Software	Renewal	\$ 607,047	\$ 607,047				General Fund
Administration	Oil Seperator For Wash Bay At Raleigh Depot	Renewal	\$ 60,000	\$ 60,000				General Fund
Administration	Awning in front of Workshop	New	\$ 80,000	\$ 80,000				General Fund
Administration	Other	New	\$ 80,000	\$ 80,000				General Fund
		TOTAL	\$ 2,706,195	\$ 827,047	\$ -	\$ 1,879,148	\$ -	
Heavy Patching & Resealing								
Transport & Communications	HP & Resealing - Summervilles Road	Renewal	\$ 200,000	\$ 100,000	\$ 100,000			R2R, SRV
Transport & Communications	HP & Resealing - Gordonville Road section 1	Renewal	\$ 200,000	\$ 100,000	\$ 100,000			R2R, SRV
Transport & Communications	HP & Resealing - Yellow Rock Road	Renewal	\$ 200,000	\$ 100,000	\$ 100,000			R2R, SRV
Transport & Communications	HP & Resealing - Kalang Road	Renewal	\$ 200,000	\$ 100,000	\$ 100,000			R2R, SRV
Transport & Communications	Heavy patching - Local Roads	Renewal	\$ 485,900	\$ 285,900	\$ 200,000			R2R
Gravel Resheeting								
Transport & Communications	Gravel Resheeting - Timboon Rd	Renewal	\$ 135,800	\$ 135,800				SRV
Transport & Communications	Gravel Resheeting - Kalang Rd	Renewal	\$ 216,000	\$ 216,000				SRV
Transport & Communications	Gravel Resheeting - Bowraville Rd	Renewal	\$ 48,600	\$ 48,600				SRV
Transport & Communications	Gravel Resheeting - Darkwood Rd	Renewal	\$ 118,200	\$ 118,200				SRV
Transport & Communications	Gravel Resheeting - Deer Vale Rd	Renewal	\$ 95,000	\$ 95,000				SRV
Transport & Communications	Gravel Resheeting - Martells Rd	Renewal	\$ 44,000	\$ 44,000				SRV
Transport & Communications	Shoulder Resheeting - Local Sealed Roads	Renewal	\$ 50,000	\$ 50,000				SRV
Formation Renewals								
Transport & Communications	Heavy Formation Renewal - Local Unsealed Roads	Renewal	\$ 200,000	\$ 200,000				SRL
Transport & Communications	K&G Renewal - Urban Sealed Roads	Renewal	\$ 60,000	\$ 60,000				SRV
Bridge Renewals								
Transport & Communications	Timber Bridge L3 Assessment Program	Renewal	\$ 270,000		\$ 135,000		\$ 135,000	Fixing Country Roads, SRV Loan
Transport & Communications	Reids Creek Bridge on Kalang Road: Renewal	Renewal	\$ 384,000	\$ 192,000	\$ 192,000			Bridges Renewal, SRV
Transport & Communications	McFadyens Bridge on Gordonville Road: restoration	Renewal	\$ 410,000	\$ 55,000	\$ 355,000			NDRRA, SRV, R2R
Transport & Communications	Cooks Bridge on Kalang Road - Restoration	Renewal	\$ 1,020,000		\$ 1,020,000			NDRRA
Transport & Communications	Deep Creek Bridge Renewal	Renewal	\$ 1,168,000		\$ 1,018,000		\$ 150,000	Fixing Country Roads, SRV Loan, R2R
Road Renewals								
Transport & Communications	Dome Rd Renewal - T Junction to Everinghams Rd	Renewal	\$ 260,000				\$ 260,000	SRV Loan
Transport & Communications	Hickory Street Renewal - Cudgery St to Cedar St	Renewal	\$ 335,000		\$ 135,000		\$ 200,000	SRV Loan, R2R
Transport & Communications	South Arm Road - Road Left to Howard Reserve	Renewal	\$ 750,000			\$ 500,000	\$ 250,000	SRV Loan, S94
Transport & Communications	Stage 1 - Hyde St & Church St intersection improvements	Renewal	\$ 530,000		\$ 530,000			R2R, RMS
Transport & Communications	Stage 2 - Hyde St & Oak St intersection improvements	Renewal	\$ 420,000		\$ 420,000			R2R, RMS
Transport & Communications	Flood Risk Management Study and Plan	Renewal	\$ 120,000	\$ 24,000	\$ 96,000			OEH, SRV
Transport & Communications	Bellinger River river bed clearing - Hobarts Bridge	Renewal	\$ 20,000	\$ 20,000				SRV
Transport & Communications	2015 Flood Damage Claim	Renewal	\$ 8,875,096		\$ 8,875,096			NDRRA
		TOTAL	\$ 16,815,596	\$ 1,944,500	\$ 13,376,096	\$ 500,000	\$ 995,000	

<u>Function</u>	<u>Description</u>	<u>Type of Capital Expenditure</u>	<u>Amount</u>	<u>Own Source Revenue</u>	<u>Grant Funding</u>	<u>Reserve</u>	<u>Loan</u>	<u>Source of Funding</u>
Water Fund Capital Expenditure								
Water	Reservoirs - Ladder Renewal	Renewal	\$ 41,900			\$ 41,900		Water Fund
Water	Water Meters Renewal	Renewal	\$ 36,600			\$ 36,600		Water Fund
Water	New Water Services all areas	Renewal	\$ 21,000			\$ 21,000		Water security
Water	Water Services Renewals all areas	Renewal	\$ 40,000			\$ 40,000		Water security
Water	Mains Renewal - Old AC Main Waterfall Way to Berry St	Renewal	\$ 50,000			\$ 50,000		Water Fund
Water	Mains Renewal - Marxh Hillto Raleigh dam trunk main.	Renewal	\$ 550,000			\$ 550,000		Water Fund
Water	Mains Renewal - Short cut rd to Urunga Main	Renewal	\$ 200,000			\$ 200,000		Water Fund
Water	Mains Renewal - Old pacific H'way Urunga	Renewal	\$ 60,000			\$ 60,000		Water Fund
Water	Stop Valve Renewal	Renewal	\$ 15,000			\$ 15,000		Water Fund
Water	Pump & Valve Renewal - Dorrigo WTP	Renewal	\$ 25,000			\$ 25,000		Water Fund
Water	Water Strategic Studies IWCM	Renewal	\$ 45,000			\$ 45,000		Water Fund
Water	New Reservoir - Bellingen South	Renewal	\$ 2,615,000			\$ 2,615,000		Water Fund
Water	New corporate asset and finance management system	Renewal	\$ 100,000			\$ 100,000		Water Fund
Water	Demand Management Areas renewal works	Renewal	\$ 20,000			\$ 20,000		Water Fund
Function	Description	Type of Capital Expenditure	Amount	Own Source Revenue	Grant Funding	Reserve	Loan	Source of Funding
TOTAL			\$ 3,819,500	\$ -	\$ -	\$ 3,819,500		
Sewerage Fund Capital Expenses								
Sewer	Pump Stations / Rising Mains	Upgrade	\$ 70,000			\$ 70,000		Sewer Fund
Sewer	Reticulation Mains	Upgrade	\$ 130,000			\$ 130,000		Sewer Fund
Sewer	Infiltration study	Upgrade	\$ 25,000			\$ 25,000		Sewer Fund
Sewer	Pilot St sewer pump station - Investigatio, Design and construction	Upgrade	\$ 500,000			\$ 500,000		Sewer Fund
Sewer	Bellingen Treatment Plant - Works Improvements	Renewal	\$ 15,000			\$ 15,000		Sewer Fund
Sewer	New corporate asset and finance management system	New	\$ 100,000			\$ 100,000		Sewer Fund
TOTAL			\$ 840,000	\$ -	\$ -	\$ 840,000		
Total All Capital Works			\$24,181,291	\$2,771,547	\$13,376,096	\$7,038,648	\$995,000	