



2018/  
2028

# Junee

## Long Term Financial Plan





# **JUNEE SHIRE COUNCIL**

## **Long Term Financial Plan 2018/28**

Supporting the Council's  
Combined Delivery Program Operational Plan  
2018/2022  
and a component of  
June Shire Council's  
Resourcing Strategy

26 June 2018

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## INTRODUCTION

June Shire Council has prepared a number of *Long Term Financial Plans* (LTFP) as part of its development and implementation of the requirements of the Integrated Planning and Reporting framework.

This Long Term Financial Plan updates the plan adopted on 27 June 2017 and covers the financial period 2018-2028. .

The *Planning & Reporting Manual for Local Government, 2010* (refer page 60) produced by the Office of Local Government provides a good introduction to the role and purpose of long term financial planning:

*The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities.*

*The Community Strategic Planning process will provide Council with valuable information about the future. From the exercise, both Council and the community will have a better understanding of:*

- *Expected pressures that will affect the community socially, environmentally and economically and the drivers behind this change*
- *Expected economic growth rates*
- *The community's aspirations and priorities for improving its economic, environmental and social outcomes*
- *The community's priorities in terms of expected levels of service and community projects.*

*The Long Term Financial Plan will seek to answer the questions:*

- *Can we survive the pressures of the future?*
- *What are the opportunities for future income and economic growth?*
- *Can we afford what the community wants?*
- *How can we go about achieving these outcomes?*

*The Long Term Financial Plan (LTFP) is a decision-making and problem-solving tool. It is not intended that the LTFP is set in concrete – it is a guide for future action. The modelling that occurs as part of the plan will help councils to weather unexpected events. It will also provide*

*an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.*

*The longer the planning horizon, the more general the plan will be in the later years. For example, it is not expected that the 10th year of a 10 year plan will include specific detail.*

## **DEVELOPMENT OF THIS LTFP**

There are several reasons for updating the LTFP in 2018:

1. Junee Correctional Centre Expansion
2. Residential Property Development
3. Stronger Country Communities grant
  - a. Upgrade of Amenities at Laurie Daley Oval
  - b. Upgrade of playing surface at Laurie Daley Oval
  - c. Improvements to Illabo Tennis Club
4. Construction of a dwelling to support the need for accommodation for Council workforce commitments.
5. Increase in the staff compliment to cater for the additional compliance and service delivery demands of the Shire over the coming years.
6. Early payment of half of the 2018/19 Financial Assistance Grants in 2017/18

Each of these items has emerged in the last six months as priorities for the State Government or the local community, thus requiring a review of the LTFP.

### **Junee Correctional Centre Expansion**

In September 2016, NSW Correctional Services informed Council of substantial expansion plans to the Junee Correctional Facility to commence in April 2017. The project has an approximate capital cost of \$130M and will provide for an additional 500 inmates and 120 more staff.

The Correctional Centre discharges its sewage to the Junee Sewage Plant (STP). The current STP is nearing operational volumetric capacity and with the Correctional Centre upgrade, the existing STP will need to be renewed earlier than planned.

Council had planned for the renewal of the STP in 2017/18 however due to timing of the development of plans and tender documents the majority of construction of the upgraded facility will now occur in the 2018/19 financial year.

To provide some context, an additional 500 to 600 people will be introduced to Junee in one fell swoop which is equivalent to 20 years of normal organic growth of the Junee township in one year.

Therefore, as Council brings forward its plan for STP renewal it needs to account for the unexpected growth from the Correctional Centre's expansion, this has increased the size, scale and price of constructing the new STP.

The total STP renewal estimate is \$9.1m and will be funded by Council's sewer reserve, borrowings and funding by the State Government. The loan had been allowed for in 2017/18 but due to the delay in the project Council will not require the loan until 2018/19. This change in funding has been reflected in the updated LTFP. The final tender price will not be known until early July 2018.

Funding of the project will be made up of the \$5.0 million grant provided by the State Government and supplemented with borrowings of upwards of \$2.8 million and the balance of the funds will come from Council reserves.

### **Residential Property Development**

Council's residential property sales have been successful over the past three years, this combined with an extra 120 jobs resulting from the Correctional Centre expansion will only increase the demand for residential land.

The development of John Potts Drive Estate Stage 7 had been brought forward from 2020 to 2017/18 FY.

The property development is funded by a loan of \$600k. The loan was drawn in 2017/18 in anticipation of the works being completed by June 2018. However due to delays the development will not occur until 2018/19 and as a result the loan will be held in reserve at the end of 2017/18 and used to pay for the development in 2018/19. As lots are sold the principal of the loan will be paid down. While there are modest profits from the sale of Council land the overarching strategy has been to ensure residential land is available to facilitate population growth for Junee. The strategy has been highly successful over the past 15 to 20 years and has retained community favour in the most recent community engagement sessions.

In addition Council has planned to secure new tracks of land for development. It is anticipated that the first lot of land will be purchased in 2018/19 with development of that land happening in 2019/20. It is also further planned to secure more land in 2021/22.

## **Stronger Country Communities Fund**

The Council was successful in receiving a total of \$1,075,195 in grants from the first round of the Stronger Country Communities funding. The following projects will be undertaken:

1. Laurie Daley Oval – Amenity Upgrade  
Council allowed \$270,000 in the 17/18 budget for the completion of Stage I upgrade works to the change rooms. This upgrade was to be funded from a financial commitment from local Sporting Bodies \$35k as well as a successful grant of \$70k, while the Council is pledging \$165k.  
Following the success of the grant application an extended scope of works will be undertaken with a total project estimate of \$681,668.
2. Laurie Daley Oval – Playing surface upgrade  
The grant also has provided funds for a significant upgrade to the infrastructure and playing surface of the oval. The project estimate is \$432,900
3. Illabo Tennis Clubhouse and Courts  
The Illabo community submitted a detailed submission for the upgrade/improvement to the tennis courts and club rooms. A grant of \$190,607 has been awarded. The terms of the Funding deed for the Stronger Country Community grants specifies Council as responsible for completing all projects. Project management and administration will form part of Council's role during 2018/19.

## **Construction of Council Dwelling**

The Council have identified the need to construct a residential property for itinerant accommodation purposes as a result additional workforce commitments it will be facing over the next three to four years.

## **COMMUNITY CONSULTATION**

The Council adopted the most recent Community's Strategic Plan (10yrs) in May 2017. It also adopted this Council's term Delivery Program (4yrs) in June 2017 and is required to review and readopt it each year by the 30 June.

The latest Community Strategic Plan was developed in consultation with the Community. This document forms the basis of our long term financial planning.

The engagement process helped inform the Council in a variety of ways with the following four items highlighted as important for the future of our Shire:

1. Maintenance of roads and sporting fields.
2. Village as well as town beautification and appearance.

3. Maintaining high standards of parks and gardens, public buildings and facilities.
4. Economic development, town pride and promotion, and jobs growth.

This LTFP supports this direction.

## **LONG TERM FINANCIAL PLAN COMMENTARY**

In this commentary the key features of the LTFP 2018-28 are outlined. This LTFP aligns with the draft Combined Delivery Program Operational Plan 2018-22.

The LTFP budget is constructed on a number of assumptions and they are set out in this section of the plan.

In simple terms, this LTFP still retains existing service levels for Junee Shire residents. The minor budget cuts made over the last few years have been accommodated by the significant effort that has been put into making our operations more efficient. This has been very successful and a prime example is the reduced operational deficit for the Junee Junction Recreation & Aquatic Centre.

This LTFP continues to see improved capital expenditure in the roads budgets as a result of increased revenue from the Special Rates Variation approved by the Office of Local Government in 2014.

### **Key Features of the LTFP 2018-28**

- General rates income increases by 2.3 % in 2018-19. This rate has been set by the Independent Pricing and Regulatory Tribunal (IPART).
- The plan allows for the bringing forward of the upgrade of the STP. An amount of \$8.15M has been included in the 2018/19 LTFP for the completion of this project. Initial planning was undertaken in 2017/18. It is to be funded from a combination of loans, grants and drawdown from reserves as detailed in other parts of this report.
- Sewer Charges sees an increase of 7% in 2018-19 and will see increases of 7% for Year 2 and an increase of 5% per annum for Years 3 to 10 of the plan. In addition, allowance has been made in the plan for increased revenue as a result of the Correctional Centre expansion and the introduction of commercial trade waste charges.
- Waste Charges are increasing by 5.0% for 2018-19 and Year 2 of the plan. From Year 3 and beyond we have planned to increase waste charges by 3%.

- The estimated results for 2017/2018 have been reviewed following the publication of the March 2018 QBRs. It has been estimated that the closing cash position at June 2018 will be some \$700K better than identified in the March QBRs.
- Infrastructure & Services - Maintained with expenditure of road renewals increased. This has the effect of reducing the asset condition backlog meaning that less road assets will be below a satisfactory condition.
- Athenium Theatre - Have planned for a number of upgrades to the Athenium. These include improved stage lighting and new heating and cooling systems. The heating and cooling project will be subject to obtaining a grant prior to work being done.
- Organisational Staffing Levels – Allowance has been made for a lift in existing staffing levels to enable the Organisation to meet the increasing demands for compliance and to improve service levels across the Organisation.

## OPERATING INCOME

### Rates and Annual Charges

#### General Rate Revenue

General rates will increase by 2.3% in 2018-19. In the years beyond rate increases are modelled at 2.5%.

#### Waste Management Charges

An increase of 7.0% is modelled in the 2018-19 and 2019-20. An increase of 3% has been allowed for 2020-21 and beyond. The increase in Waste charges allows Council to build up its Waste Management reserve in line with the Waste Services Review 2016 recommendations adopted by Council.

The LTFP models the Waste Management service area separately and shows it is financially sustainable.

#### Sewer Charges

The LTFP allows for a 7% increase in charges for 18/19 and 19/20 and then 5% per annum from 20/21 onwards. This allows for the build-up of reserves to cover the costs of the major renewal of the Sewer Treatment Works in 2018-19

The LTFP models the Sewerage Fund separately and shows it is financially sustainable.

## **User Charges and Fees**

The majority of Council's fees and charges have been indexed by 2.5 to 3% in each of the next ten financial years.

## **Financial Assistance Grants (FAG's)**

For the LTFP we have assumed a 2.5% increase in 2018-19 and for the subsequent years. NSW Councils were advised that 50% of the 2018/2019 FAG's allocation would be received in June 2018. The estimates for 17/18 include allowance for the early payment of the 2018/19 grant. At the time of preparing this report Council had not been advised the final figure and an estimate, based on a 2.5% growth of the 2017/18 payment has been used for planning purposes.

## **Operating Grants**

In the majority of cases, other than the grant for the upgrade of the Sewerage Treatment Plant, have been kept at 2017-18 levels either because of current information or because of a lack of information about expected increases. Those grants that we have solid information on have been adjusted accordingly.

## **Interest Revenues**

Interest on investments attributed to the General Fund are estimated to be \$15K in 2018-19, \$23K in 2019/20 with steady growth as we improve our cash position within the General Fund.

## **Other Revenue**

Other revenue sources have been individually modelled in the LTFP.

# **OPERATING EXPENDITURE**

## **Employee Costs**

Employee costs include salaries, wages and employee leave entitlements. The current Local Government Award was renegotiated and delivered 2.50% award increases in 2018/19 and 2019/20. For the purpose of the budget salaries have been individually modelled and allow for a 2.25% increase over the life of the plan. An increase in staff numbers has been factored into the model.

## **Materials and Contractor Costs**

Generally, Materials and Contracts have been indexed by between 1.0 and 2.0%. More specifically the following adjustments were made:

- Allowance for the update of the Local Environmental Plan (LEP) and several Structure plans are included. In total \$260,000 has been allocated.
- Increased operating costs to cater for the introduction a new Document system. An amount of \$112,000 has been allocated over the life of the plan.
- Increased allowance for Internal Audit activities. Allowed an additional \$10,000 per annum
- Allowed for a Landfill Feasibility site study to be undertaken. A total of \$250,000 has been allocated in the budget.

## **Depreciation**

Depreciation expenses have been based on asset revaluations that have occurred during 2017/18. Depreciation expenses involve a number of considerations including acquisition of new assets versus renewal of assets, review of remaining useful lives, residual values, and revaluations each five years.

## **Other Expenses**

Other Expenses have been specifically modelled in the budget. They typically have a 1.0% indexation applied to them.

## **Borrowing Costs**

Specific modelling for the repayment of Interest on Loans has occurred. For loans associated with Land Development, this is based on the estimated amount of the borrowing, the year in which it occurred and at an interest rate ranging from 4% to 6% as an average across the 10 year time frame of the LTFP.

Council's other major loan is an Indexed Annuity Bond with a 30 year life. The interest rate used for this form of borrowing is based on CPI movements each quarter. The annual CPI rate assumed in this calculation is 2.5%.

In the Rural Sealed roads service area the Council acquired a subsidised interest loan of \$1M in 2014 for a ten year period. The loan interest rate is 5.616% with an interest subsidy from the State Government of 3% allowed for.

In 2016-17 a loan of \$380K was taken out for capital works at the Recreation Centre. The loan interest rate is 3.7%.

In 2017-18 a loan of \$600K was taken out for the development of John Potts Stage 7. The loan was taken out for a period of 10 years an interest rate of 4%. The LTFP allows for the loan to be paid down based on the number of lots sold per year. Based on our sale predictions the loan will be paid off in full by 2022/23.

The 2017/2027 allowed for a loan of \$2.8m toward the construction of the Sewerage Treatment Plant upgrade. Due to the delay in the start of the program this loan has now been allowed for 2018/19. For modelling purposes we have assumed an interest rate of 4.53%. The plan allows for the loan to be paid back over 20 years. The interest rate will likely change over the period of the loan and will be adjusted in the LTFP updates as required.

In addition the loan for the Sewerage Treatment Works upgrade in 2018-19 the following loans have been planned for:

- Land acquisition for development of new residential lots. Loan principal and interest payments based on a loan period of 4 years with an estimated interest rate of 4%
- Construction of new Council dwelling - \$300K. Loan principal and interest payments based on a loan period of 20 years with an estimated interest rate of 4% with the first 4 years of the loan being interest only.

For 2019-20 the plan allows for \$600K loan for the development of the land purchased in 18/19. Loan and principal payments based on a loan period of 4 years at an estimated interest rate of 4%.

A loan has been allowed for in 2021-22 for the purchase of more land for development. Loan principal and interest payments based on a loan period of 4 years with an estimated interest rate of 5%.

For 2022-23 the plan allows for \$600K loan for the development of the land purchased in 21/22. Loan and principal payments based on a loan period of 4 years at an estimated interest rate of 5%.

In addition we have allowed for a loan of \$500K in 2022-23 to cover the purchase and development of land for a new landfill. Loan and principal payments based on a loan period of 15 years at an estimated interest rate of 5%.

A key element of our loan repayment strategy is pay down property loan based on sales. Through circumstance this has not always been achieved. The LTTP for 2018/28 includes the payment of the outstanding principal (\$266K) for the loan taken out for the development of John Potts 6 in full in 2018/19 instead of 2019/20. However, due to available cash, the repayment of the loan raised for the development of Kaiser Estate will now be spread over the next 4 years with the loan be completed paid down by early 2020/21. The planned repayments for this loan are \$250K in 17/18, \$783K in 18/19, \$211K in 19/20 and \$136K in 20/21.

## CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been determined with decisions made as to what are the priority assets to renew.

### Land Development

The land development section of Council's budget has been re-modelled. Based on the addition land purchased and development allowed for in the plan it now allows for the sale of 14 lots in 17/18, 9 lots in 18/19, 7 lots in 19/20, 10 lots in 20/21, 10 lots in 21/22, 9 lots in 22/23, 8 lots 23/24, 5 lots 24/25, 5 lots 25/26 and 3 lots in 26/27. Council's practice has been normally to pay down the loans secured for property development as blocks sell. However due to a number of circumstances this has not been able to be achieved over recent years. To enable the existing to be paid off Council has allowed for additional loan principal loan repayments in 2017/18, 2018/19, 2019/20 and 2020/21.

### Major Projects over the span of the LTTP

• Sewerage Treatment works Upgrade -	\$8,150,000	(18/19)
• Athenium Theatre - Stage Lighting -	\$58,800	(18/19)
• Athenium Theatre - Heating/Cooling -	\$550,000	(19/20)
• Improvements to Laurie Daley Oval amenities -	\$681,688	(18/19)
• Upgrade of playing surface at Laurie Daley Oval -	\$432,900	(18/19)
• Land Acquisition -	\$600,000	(18/19,21/22)
• Land Development -	\$600,000	(19/20)
• Construction of Council House -	\$300,000	(18/19)
• Document Management System -	\$67,200	(20/21)
• Junee Transfer Station compactus -	\$80,000	(18/19)
• Jetter Trailer -	\$100,000	(18/19)

- Footpath Cleaner - \$50,000 (18/19)
- Increased capital expenditure on Council Roads - \$3,400,000 (over life of plan)
- Land and development of new Landfill facility - \$500,000 (22/23)
- Development of a sewer network in Old Junee - \$2,500,000 (23/24,24/25)

## CASH FLOW

Junee Shire continues to be diligent in the management of its tight cash position. Much of the cash received is restricted in use. That is, cash received must be spent on a particular item or area of operation. These restrictions limit the Shire's ability to have enough "free cash" to fund demands for services and capital improvements. Through careful cash management the LTFP is still able to deliver improvements in infrastructure through our maintenance and capital programs as well to continue to service the needs of the community and to pay down our outstanding debt.

Over the life of the plan the major additional cash outlays are as follows

- Sewerage Treatment Works upgrade - \$1.30m
- Loan repayments over life of plan - \$8.74m
- Increase in Road capital expenditure - \$3.70m
- Additional staff costs - \$2.50m

## DEMOGRAPHIC CHANGES

Junee Shire has experienced population growth over the last decade at a rate of 0.7%/year.

In 2018/19 there will be spike in population growth of 500 to 600 people as a result of the Correctional Centre expanding. As the increase deals with inmate incarceration there is no revenue adjustment to the Council's finances.

Despite above average population growth generally the LTFP does not factor this into our financial calculations.

## **PERFORMANCE MONITORING**

Council will review the LTFP each year as part of the development of its Integrated Planning and Reporting Framework. This review will include an assessment of the previous year's performance in terms of the accuracy of the projections made in the LTFP compared to the actual results.

- Were the estimates accurate?
- Were the assumptions underpinning the estimates appropriate? The assumptions may need to be adjusted to improve the accuracy of the LTFP over the longer term.

Major differences between budget and actual figures in the Operational Plan will be documented with an explanation.

This review process is also conducted every four years, so that it is aligned with the latest iteration of the Community Strategic Plan. The LTFP will need to be adjusted if there are any substantial changes to the Community Strategic Plan.

## **LONG TERM FINANCIAL PLAN - FOR THE FINANCIAL YEARS 2018/28**

- Income Statement - Consolidated position, General Fund and Sewer Fund
- Cash Flow Statement - Consolidated position, General Fund and Sewer Fund
- Balance Sheet - Consolidated position, General Fund and Sewer Fund
- Restricted Asset Balances
- Key Performance Indicators

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
INCOME STATEMENT - CONSOLIDATED  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,012,000	5,567,433	5,731,510	5,939,930	6,226,236	6,408,971	6,583,154	6,871,160	7,067,989	7,261,599	7,460,886	7,666,039
User Charges & Fees	3,298,000	2,886,393	3,037,604	3,149,511	3,264,310	3,325,715	3,386,595	3,479,333	3,567,907	3,658,962	3,752,573	3,869,611
Interest & Investment Revenue	85,000	99,883	89,264	61,786	72,751	88,850	140,935	171,884	202,532	257,044	324,835	404,705
Other Revenues	506,000	790,190	699,068	713,049	727,310	741,856	756,693	771,827	787,264	803,009	819,069	835,451
Grants & Contributions provided for Operating Purposes	6,915,000	5,414,355	3,300,289	4,710,946	4,739,165	4,809,017	4,911,250	4,975,567	5,062,017	5,172,182	5,245,580	5,327,479
Grants & Contributions provided for Capital Purposes	722,000	984,014	5,274,181	550,000	63,000	63,000	143,000	63,000	63,000	63,000	63,000	63,000
Other Income:												
Net gains from the disposal of assets	412,000	316,916	127,389	159,441	229,108	229,108	279,143	350,000	200,000	270,000	183,778	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	16,950,000	16,059,184	18,259,305	15,284,663	15,321,880	15,666,517	16,200,770	16,682,771	16,950,709	17,485,796	17,849,721	18,166,284
Expenses from Continuing Operations												
Employee Benefits & On-Costs	4,429,000	3,610,062	5,697,738	5,874,498	6,004,354	6,177,148	6,312,945	6,451,814	6,593,825	6,739,047	6,887,555	7,039,421
Borrowing Costs	400,000	437,140	476,703	565,607	546,832	519,884	521,735	496,627	451,895	413,157	377,158	346,677
Materials & Contracts	5,890,000	5,581,876	3,554,897	3,650,244	3,701,028	3,712,164	3,597,607	3,664,229	3,729,105	3,709,434	3,782,232	3,782,092
Depreciation & Amortisation	2,194,000	2,643,059	3,296,587	3,411,819	3,412,755	3,413,615	3,416,220	3,418,750	3,434,685	3,455,355	3,457,960	3,460,490
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,333,000	1,351,913	1,435,560	1,453,803	1,472,130	1,490,540	1,499,636	1,502,517	1,511,734	1,514,612	1,523,951	1,520,260
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	14,246,000	13,624,050	14,461,484	14,955,971	15,137,099	15,313,352	15,348,143	15,533,937	15,721,243	15,831,604	16,028,855	16,148,940
Operating Result from Continuing Operations	2,704,000	2,435,134	3,797,821	328,692	184,781	353,166	852,628	1,148,834	1,229,466	1,654,192	1,820,867	2,017,344
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,704,000	2,435,134	3,797,821	328,692	184,781	353,166	852,628	1,148,834	1,229,466	1,654,192	1,820,867	2,017,344
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,982,000	1,451,120	(1,476,360)	(221,308)	121,781	290,166	709,628	1,085,834	1,166,466	1,591,192	1,757,867	1,954,344

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
INCOME STATEMENT - GENERAL FUND  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	4,405,000	4,697,390	4,791,929	4,933,304	5,079,422	5,214,173	5,352,746	5,495,271	5,641,876	5,792,696	5,947,879	6,107,573
User Charges & Fees	3,215,000	2,886,393	3,037,604	3,149,511	3,264,310	3,325,715	3,386,595	3,479,333	3,567,907	3,658,962	3,752,573	3,869,611
Interest & Investment Revenue	42,000	30,492	15,040	23,608	28,471	37,570	71,348	91,316	106,568	143,933	172,225	229,339
Other Revenues	506,000	790,190	699,068	713,049	727,310	741,856	756,693	771,827	787,264	803,009	819,069	835,451
Grants & Contributions provided for Operating Purposes	6,901,000	5,414,355	3,300,289	4,710,946	4,739,165	4,809,017	4,911,250	4,975,567	5,062,017	5,172,182	5,245,580	5,327,479
Grants & Contributions provided for Capital Purposes	722,000	384,014	874,181	550,000	63,000	63,000	143,000	63,000	63,000	63,000	63,000	63,000
<b>Other Income:</b>												
Net gains from the disposal of assets	412,000	316,916	127,389	159,441	229,108	229,108	279,143	350,000	200,000	270,000	183,778	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>16,203,000</b>	<b>14,519,750</b>	<b>12,845,500</b>	<b>14,239,859</b>	<b>14,130,786</b>	<b>14,420,439</b>	<b>14,900,775</b>	<b>15,226,314</b>	<b>15,428,632</b>	<b>15,903,782</b>	<b>16,184,104</b>	<b>16,432,452</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	4,231,000	3,373,562	5,455,363	5,626,101	5,749,785	5,916,252	6,045,565	6,177,786	6,312,984	6,451,223	6,592,572	6,737,101
Borrowing Costs	400,000	437,140	444,993	441,252	426,589	403,943	410,293	389,893	350,085	316,498	285,888	261,044
Materials & Contracts	5,605,000	4,775,543	3,260,903	3,356,249	3,407,034	3,418,170	3,303,613	3,370,235	3,435,111	3,415,440	3,488,237	3,488,098
Depreciation & Amortisation	1,974,000	2,266,173	2,883,696	2,886,949	2,886,949	2,886,949	2,886,949	2,886,949	2,886,949	2,886,949	2,886,949	2,886,949
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,299,000	1,316,513	1,400,160	1,418,403	1,436,730	1,455,140	1,464,236	1,467,117	1,476,334	1,479,212	1,488,551	1,484,860
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>13,509,000</b>	<b>12,168,931</b>	<b>13,445,114</b>	<b>13,728,954</b>	<b>13,907,086</b>	<b>14,080,454</b>	<b>14,110,655</b>	<b>14,291,980</b>	<b>14,461,462</b>	<b>14,549,321</b>	<b>14,742,197</b>	<b>14,858,052</b>
<b>Operating Result from Continuing Operations</b>	<b>2,694,000</b>	<b>2,350,818</b>	<b>(599,614)</b>	<b>510,905</b>	<b>223,699</b>	<b>339,985</b>	<b>790,120</b>	<b>934,334</b>	<b>967,170</b>	<b>1,354,461</b>	<b>1,441,907</b>	<b>1,574,400</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>2,694,000</b>	<b>2,350,818</b>	<b>(599,614)</b>	<b>510,905</b>	<b>223,699</b>	<b>339,985</b>	<b>790,120</b>	<b>934,334</b>	<b>967,170</b>	<b>1,354,461</b>	<b>1,441,907</b>	<b>1,574,400</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,972,000</b>	<b>1,966,804</b>	<b>(1,473,795)</b>	<b>(39,095)</b>	<b>160,699</b>	<b>276,985</b>	<b>647,120</b>	<b>871,334</b>	<b>904,170</b>	<b>1,291,461</b>	<b>1,378,907</b>	<b>1,511,400</b>

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
INCOME STATEMENT - SEWER FUND  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	607,000	870,043	939,581	1,006,626	1,146,814	1,194,798	1,230,408	1,375,889	1,426,113	1,468,903	1,513,007	1,558,466
User Charges & Fees	83,000	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	43,000	69,391	74,224	38,178	44,280	51,280	69,587	80,568	95,964	113,111	152,610	175,366
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	14,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	600,000	4,400,000	-	-	-	-	-	-	-	-	-
<b>Other Income:</b>												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>747,000</b>	<b>1,539,434</b>	<b>5,413,805</b>	<b>1,044,804</b>	<b>1,191,094</b>	<b>1,246,078</b>	<b>1,299,995</b>	<b>1,456,457</b>	<b>1,522,077</b>	<b>1,582,014</b>	<b>1,665,617</b>	<b>1,733,832</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	198,000	236,500	242,375	248,397	254,569	260,896	267,381	274,028	280,841	287,825	294,983	302,320
Borrowing Costs	-	-	31,710	124,355	120,243	115,941	111,441	106,734	101,810	96,659	91,270	85,633
Materials & Contracts	285,000	806,333	293,994	293,994	293,994	293,994	293,994	293,994	293,994	293,994	293,994	293,994
Depreciation & Amortisation	220,000	376,886	412,891	524,870	525,806	526,666	529,271	531,801	547,736	568,406	571,011	573,541
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	34,000	35,400	35,400	35,400	35,400	35,400	35,400	35,400	35,400	35,400	35,400	35,400
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>737,000</b>	<b>1,455,119</b>	<b>1,016,370</b>	<b>1,227,016</b>	<b>1,230,012</b>	<b>1,232,897</b>	<b>1,237,487</b>	<b>1,241,957</b>	<b>1,259,781</b>	<b>1,282,283</b>	<b>1,286,658</b>	<b>1,290,888</b>
<b>Operating Result from Continuing Operations</b>	<b>10,000</b>	<b>84,315</b>	<b>4,397,435</b>	<b>(182,212)</b>	<b>(38,918)</b>	<b>13,181</b>	<b>62,508</b>	<b>214,500</b>	<b>262,296</b>	<b>299,731</b>	<b>378,959</b>	<b>442,944</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>10,000</b>	<b>84,315</b>	<b>4,397,435</b>	<b>(182,212)</b>	<b>(38,918)</b>	<b>13,181</b>	<b>62,508</b>	<b>214,500</b>	<b>262,296</b>	<b>299,731</b>	<b>378,959</b>	<b>442,944</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>10,000</b>	<b>(515,685)</b>	<b>(2,565)</b>	<b>(182,212)</b>	<b>(38,918)</b>	<b>13,181</b>	<b>62,508</b>	<b>214,500</b>	<b>262,296</b>	<b>299,731</b>	<b>378,959</b>	<b>442,944</b>

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
CASH FLOW STATEMENT - CONSOLIDATED  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	\$	\$	\$	\$	\$	\$	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	4,974,000	5,528,251	5,769,765	5,922,340	6,223,973	6,394,407	6,569,551	6,871,173	7,053,006	7,247,074	7,445,933	7,650,644
User Charges & Fees	3,208,000	2,888,166	3,034,449	3,147,176	3,261,915	3,324,434	3,385,325	3,477,398	3,566,059	3,657,062	3,750,619	3,867,168
Interest & Investment Revenue Received	89,000	21,588	140,858	54,743	71,242	77,285	142,240	167,152	199,933	251,609	322,412	398,248
Grants & Contributions	7,620,000	6,234,014	8,620,499	5,230,149	4,815,169	4,870,037	5,049,085	5,039,011	5,122,567	5,232,059	5,306,499	5,388,158
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	531,000	377,144	1,010,221	702,359	720,028	732,041	746,390	762,414	777,302	792,813	808,774	825,370
<b>Payments:</b>												
Employee Benefits & On-Costs	(4,643,000)	(3,598,674)	(5,649,904)	(5,870,565)	(6,001,651)	(6,174,384)	(6,310,119)	(6,448,924)	(6,590,870)	(6,736,026)	(6,884,465)	(7,036,262)
Materials & Contracts	(6,182,000)	(5,325,818)	(3,504,362)	(3,649,283)	(3,699,810)	(3,710,533)	(3,595,461)	(3,664,418)	(3,728,751)	(3,708,738)	(3,781,935)	(3,782,114)
Borrowing Costs	(400,000)	(396,224)	(480,754)	(566,371)	(552,179)	(524,795)	(519,518)	(501,923)	(456,690)	(417,258)	(380,599)	(349,360)
Bonds & Deposits Refunded	(2,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,210,000)	(1,327,060)	(1,445,572)	(1,452,962)	(1,471,567)	(1,490,226)	(1,500,174)	(1,501,944)	(1,511,130)	(1,514,580)	(1,523,291)	(1,520,144)
<b>Net Cash provided (or used in) Operating Activities</b>	3,985,000	4,401,387	7,495,202	3,517,588	3,367,119	3,498,267	3,967,318	4,199,939	4,431,427	4,804,015	5,063,948	5,441,708
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	2,750,000	1,000,000	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	555,000	1,466,813	592,851	518,182	818,182	818,182	827,273	800,000	500,000	500,000	300,000	-
Sale of Infrastructure, Property, Plant & Equipment	710,000	202,000	263,000	181,000	260,000	1,035,000	235,000	235,000	235,000	235,000	235,000	235,000
<b>Payments:</b>												
Purchase of Investment Securities	(3,750,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(4,520,000)	(4,233,279)	(12,755,965)	(3,271,773)	(3,112,752)	(3,286,720)	(4,357,432)	(4,512,328)	(5,159,622)	(3,970,581)	(4,247,152)	(4,153,969)
Purchase of Real Estate Assets	(50,000)	(258,000)	(976,100)	(668,500)	(112,000)	(412,000)	(704,800)	(96,000)	(60,000)	(60,000)	(36,000)	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(4,305,000)	(1,822,466)	(12,876,214)	(3,241,091)	(2,146,570)	(1,845,538)	(3,999,959)	(3,573,328)	(4,484,622)	(3,295,581)	(3,748,152)	(3,918,969)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	380,000	600,000	3,400,000	600,000	-	300,000	1,100,000	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(598,000)	(694,716)	(1,171,106)	(792,811)	(818,639)	(1,063,738)	(901,516)	(825,284)	(762,183)	(673,192)	(589,094)	(491,810)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	(218,000)	(94,716)	2,228,894	(192,811)	(818,639)	(763,738)	198,484	(825,284)	(762,183)	(673,192)	(589,094)	(491,810)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(538,000)	2,484,205	(3,152,118)	83,686	401,910	888,992	165,843	(198,673)	(815,379)	835,242	726,702	1,030,929
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	2,817,000	2,279,000	4,763,205	1,611,087	1,694,773	2,096,684	2,985,675	3,151,518	2,952,846	2,137,467	2,972,709	3,699,411
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,279,000</b>	<b>4,763,205</b>	<b>1,611,087</b>	<b>1,694,773</b>	<b>2,096,684</b>	<b>2,985,675</b>	<b>3,151,518</b>	<b>2,952,846</b>	<b>2,137,467</b>	<b>2,972,709</b>	<b>3,699,411</b>	<b>4,730,340</b>
Cash & Cash Equivalents - end of the year	2,279,000	4,763,205	1,611,087	1,694,773	2,096,684	2,985,675	3,151,518	2,952,846	2,137,467	2,972,709	3,699,411	4,730,340
Investments - end of the year	1,000,000	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>3,279,000</b>	<b>4,763,205</b>	<b>1,611,087</b>	<b>1,694,773</b>	<b>2,096,684</b>	<b>2,985,675</b>	<b>3,151,518</b>	<b>2,952,846</b>	<b>2,137,467</b>	<b>2,972,709</b>	<b>3,699,411</b>	<b>4,730,340</b>
<b>Representing:</b>												
- External Restrictions	2,960,883	3,976,899	957,751	1,349,703	1,660,041	2,127,060	2,529,098	2,269,691	1,461,872	2,202,062	2,974,723	3,852,773
- Internal Restrictitons	284,620	281,620	281,620	291,620	331,620	371,620	411,620	451,620	491,620	531,620	571,620	611,620
- Unrestricted	33,497	504,686	371,716	53,450	105,023	486,996	210,800	231,535	183,975	239,027	153,068	265,947
	<b>3,279,000</b>	<b>4,763,205</b>	<b>1,611,087</b>	<b>1,694,773</b>	<b>2,096,684</b>	<b>2,985,675</b>	<b>3,151,518</b>	<b>2,952,846</b>	<b>2,137,467</b>	<b>2,972,709</b>	<b>3,699,411</b>	<b>4,730,340</b>

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
CASH FLOW STATEMENT - GENERAL FUND  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	\$	\$	\$	\$	\$	\$	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	4,698,700	4,784,650	4,922,418	5,091,177	5,204,408	5,342,704	5,509,832	5,631,915	5,782,450	5,937,336	6,096,724
User Charges & Fees	-	2,888,166	3,034,449	3,147,176	3,261,915	3,324,434	3,385,325	3,477,398	3,566,059	3,657,062	3,750,619	3,867,168
Interest & Investment Revenue Received	-	(47,803)	66,634	16,565	26,962	26,005	72,653	86,584	103,969	138,498	169,802	222,882
Grants & Contributions	-	5,634,014	4,220,499	5,230,149	4,815,169	4,870,037	5,049,085	5,039,011	5,122,567	5,232,059	5,306,499	5,388,158
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	377,144	1,010,221	702,359	720,028	732,041	746,390	762,414	777,302	792,813	808,774	825,370
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(3,362,174)	(5,407,529)	(5,622,168)	(5,747,082)	(5,913,488)	(6,042,738)	(6,174,896)	(6,310,028)	(6,448,201)	(6,589,482)	(6,733,942)
Materials & Contracts	-	(4,659,774)	(3,124,978)	(3,355,289)	(3,405,816)	(3,416,538)	(3,301,467)	(3,370,423)	(3,434,757)	(3,414,744)	(3,487,941)	(3,488,120)
Borrowing Costs	-	(396,224)	(449,044)	(442,015)	(431,936)	(408,854)	(408,077)	(395,189)	(354,880)	(320,599)	(289,329)	(263,726)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,291,660)	(1,410,172)	(1,417,562)	(1,436,167)	(1,454,826)	(1,464,774)	(1,466,544)	(1,475,730)	(1,479,180)	(1,487,891)	(1,484,744)
<b>Net Cash provided (or used in) Operating Activities</b>	-	3,840,388	2,724,732	3,181,635	2,894,251	2,963,219	3,379,100	3,468,186	3,626,417	3,940,157	4,118,388	4,429,770
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	1,000,000	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	1,466,813	592,851	518,182	818,182	818,182	827,273	800,000	500,000	500,000	300,000	-
Sale of Infrastructure, Property, Plant & Equipment	-	202,000	263,000	181,000	260,000	1,035,000	235,000	235,000	235,000	235,000	235,000	235,000
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,348,279)	(4,343,465)	(3,215,773)	(3,061,252)	(3,130,720)	(4,205,932)	(3,456,328)	(3,608,122)	(3,814,581)	(4,095,652)	(3,997,969)
Purchase of Real Estate Assets	-	(258,000)	(976,100)	(668,500)	(112,000)	(412,000)	(704,800)	(96,000)	(60,000)	(60,000)	(36,000)	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(937,466)	(4,463,714)	(3,185,091)	(2,095,070)	(1,689,538)	(3,848,459)	(2,517,328)	(2,933,122)	(3,139,581)	(3,596,652)	(3,762,969)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	600,000	600,000	600,000	-	300,000	1,100,000	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(694,716)	(1,149,414)	(703,559)	(725,275)	(966,072)	(799,350)	(718,410)	(650,386)	(556,243)	(466,757)	(363,835)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(94,716)	(549,414)	(103,559)	(725,275)	(666,072)	300,650	(718,410)	(650,386)	(556,243)	(466,757)	(363,835)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	2,808,207	(2,288,396)	(107,015)	73,906	607,610	(168,708)	232,448	42,909	244,334	54,979	302,965
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	172,000	2,980,207	691,811	584,796	658,796	1,266,312	1,097,603	1,330,051	1,372,960	1,617,294	1,672,273
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>2,980,207</b>	<b>691,811</b>	<b>584,796</b>	<b>658,702</b>	<b>1,266,312</b>	<b>1,097,603</b>	<b>1,330,051</b>	<b>1,372,960</b>	<b>1,617,294</b>	<b>1,672,273</b>	<b>1,975,238</b>
Cash & Cash Equivalents - end of the year	172,000	2,980,207	691,811	584,796	658,702	1,266,312	1,097,603	1,330,051	1,372,960	1,617,294	1,672,273	1,975,238
Investments - end of the year	1,000,000	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>1,172,000</b>	<b>2,980,207</b>	<b>691,811</b>	<b>584,796</b>	<b>658,702</b>	<b>1,266,312</b>	<b>1,097,603</b>	<b>1,330,051</b>	<b>1,372,960</b>	<b>1,617,294</b>	<b>1,672,273</b>	<b>1,975,238</b>
<b>Representing:</b>												
- External Restrictions	853,883	2,193,901	38,475	239,726	222,059	407,696	475,183	646,896	697,365	846,647	947,585	1,097,671
- Internal Restrictitons	284,620	281,620	281,620	291,620	331,620	371,620	411,620	451,620	491,620	531,620	571,620	611,620
- Unrestricted	33,497	504,686	371,716	53,450	105,023	486,996	210,800	231,535	183,975	239,027	153,068	265,947
	<b>1,172,000</b>	<b>2,980,207</b>	<b>691,811</b>	<b>584,796</b>	<b>658,702</b>	<b>1,266,312</b>	<b>1,097,603</b>	<b>1,330,051</b>	<b>1,372,960</b>	<b>1,617,294</b>	<b>1,672,273</b>	<b>1,975,238</b>

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
CASH FLOW STATEMENT - SEWER FUND  
Scenario: Final for Adoption

FINAL

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	\$	\$	\$	\$	\$	\$	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	829,551	985,115	999,922	1,132,795	1,190,000	1,226,847	1,361,341	1,421,091	1,464,624	1,508,597	1,553,920
User Charges & Fees	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue Received	-	69,391	74,224	38,178	44,280	51,280	69,587	80,568	95,964	113,111	152,610	175,366
Grants & Contributions	-	600,000	4,400,000	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(236,500)	(242,375)	(248,397)	(254,569)	(260,896)	(267,381)	(274,028)	(280,841)	(287,825)	(294,983)	(302,320)
Materials & Contracts	-	(666,044)	(379,384)	(293,994)	(293,994)	(293,994)	(293,994)	(293,994)	(293,994)	(293,994)	(293,994)	(293,994)
Borrowing Costs	-	-	(31,710)	(124,355)	(120,243)	(115,941)	(111,441)	(106,734)	(101,810)	(96,659)	(91,270)	(85,633)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(35,400)	(35,400)	(35,400)	(35,400)	(35,400)	(35,400)	(35,400)	(35,400)	(35,400)	(35,400)	(35,400)
<b>Net Cash provided (or used in) Operating Activities</b>	-	560,998	4,770,470	335,953	472,869	535,048	588,218	731,753	805,010	863,858	945,560	1,011,939
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(885,000)	(8,412,500)	(56,000)	(51,500)	(156,000)	(151,500)	(1,056,000)	(1,551,500)	(156,000)	(151,500)	(156,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(885,000)	(8,412,500)	(56,000)	(51,500)	(156,000)	(151,500)	(1,056,000)	(1,551,500)	(156,000)	(151,500)	(156,000)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	2,800,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	(21,692)	(89,252)	(93,364)	(97,666)	(102,166)	(106,874)	(111,798)	(116,949)	(122,337)	(127,974)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	2,778,308	(89,252)	(93,364)	(97,666)	(102,166)	(106,874)	(111,798)	(116,949)	(122,337)	(127,974)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(324,002)	(863,722)	190,701	328,004	281,382	334,552	(431,121)	(858,288)	590,909	671,722	727,965
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	-	2,107,000	1,782,998	919,276	1,109,977	1,437,982	1,719,364	2,053,915	1,622,795	764,507	1,355,415	2,027,138
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>1,782,998</b>	<b>919,276</b>	<b>1,109,977</b>	<b>1,437,982</b>	<b>1,719,364</b>	<b>2,053,915</b>	<b>1,622,795</b>	<b>764,507</b>	<b>1,355,415</b>	<b>2,027,138</b>	<b>2,755,102</b>
Cash & Cash Equivalents - end of the year	2,107,000	1,782,998	919,276	1,109,977	1,437,982	1,719,364	2,053,915	1,622,795	764,507	1,355,415	2,027,138	2,755,102
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,107,000</b>	<b>1,782,998</b>	<b>919,276</b>	<b>1,109,977</b>	<b>1,437,982</b>	<b>1,719,364</b>	<b>2,053,915</b>	<b>1,622,795</b>	<b>764,507</b>	<b>1,355,415</b>	<b>2,027,138</b>	<b>2,755,102</b>
<b>Representing:</b>												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,107,000	1,782,998	919,276	1,109,977	1,437,982	1,719,364	2,053,915	1,622,795	764,507	1,355,415	2,027,138	2,755,102
	<b>2,107,000</b>	<b>1,782,998</b>	<b>919,276</b>	<b>1,109,977</b>	<b>1,437,982</b>	<b>1,719,364</b>	<b>2,053,915</b>	<b>1,622,795</b>	<b>764,507</b>	<b>1,355,415</b>	<b>2,027,138</b>	<b>2,755,102</b>

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
BALANCE SHEET - CONSOLIDATED  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	2,279,000	4,763,205	1,611,087	1,694,773	2,096,684	2,985,675	3,151,518	2,952,846	2,137,467	2,972,709	3,699,411	4,730,340
Investments	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	988,000	1,728,532	1,282,591	1,354,376	1,358,235	1,399,644	1,430,889	1,449,466	1,484,183	1,522,312	1,557,044	1,597,312
Inventories	824,000	716,013	730,685	827,947	697,562	649,565	686,809	592,828	531,222	482,949	467,556	469,291
Other	-	104,632	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	5,091,000	7,312,383	3,624,364	3,877,097	4,152,481	5,034,884	5,269,216	4,995,139	4,152,872	4,977,971	5,724,010	6,796,943
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000
Inventories	881,000	348,323	713,476	934,981	593,830	467,206	579,239	326,097	154,475	32,910	(24,456)	(24,456)
Infrastructure, Property, Plant & Equipment	137,177,000	168,464,866	177,689,005	177,343,837	176,769,587	175,615,650	176,339,700	177,180,104	178,672,820	178,957,271	179,516,707	179,972,306
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	138,225,000	168,980,188	178,569,480	178,445,818	177,530,417	176,249,856	177,085,939	177,673,201	178,994,296	179,157,181	179,659,251	180,114,849
<b>TOTAL ASSETS</b>	<b>143,316,000</b>	<b>176,292,571</b>	<b>182,193,844</b>	<b>182,322,915</b>	<b>181,682,898</b>	<b>181,284,741</b>	<b>182,355,156</b>	<b>182,668,341</b>	<b>183,147,168</b>	<b>184,135,152</b>	<b>185,383,261</b>	<b>186,911,792</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	283,000	1,050,383	927,005	916,864	907,291	917,502	934,598	921,279	929,948	933,982	947,294	946,719
Income received in advance	98,000	145,427	143,362	146,693	150,106	152,310	154,517	157,472	160,347	163,297	166,322	169,893
Borrowings	993,000	1,114,461	722,905	818,639	1,029,398	815,688	825,284	762,183	673,192	589,094	491,810	182,505
Provisions	1,547,000	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	2,921,000	3,850,849	3,333,850	3,422,774	3,627,374	3,426,079	3,454,977	3,381,512	3,304,065	3,226,951	3,146,004	2,839,696
<b>Non-Current Liabilities</b>												
Payables	37,000	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	7,093,000	6,876,823	9,497,273	9,208,728	8,179,331	7,629,302	7,818,191	7,056,007	6,382,815	5,793,721	5,301,911	5,119,406
Provisions	11,000	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	7,141,000	6,927,739	9,548,189	9,259,644	8,230,246	7,680,218	7,869,106	7,106,923	6,433,731	5,844,637	5,352,827	5,170,322
<b>TOTAL LIABILITIES</b>	<b>10,062,000</b>	<b>10,778,588</b>	<b>12,882,039</b>	<b>12,682,418</b>	<b>11,857,620</b>	<b>11,106,297</b>	<b>11,324,084</b>	<b>10,488,435</b>	<b>9,737,796</b>	<b>9,071,588</b>	<b>8,498,831</b>	<b>8,010,017</b>
<b>Net Assets</b>	<b>133,254,000</b>	<b>165,513,984</b>	<b>169,311,805</b>	<b>169,640,497</b>	<b>169,825,278</b>	<b>170,178,444</b>	<b>171,031,072</b>	<b>172,179,905</b>	<b>173,409,371</b>	<b>175,063,564</b>	<b>176,884,431</b>	<b>178,901,775</b>
<b>EQUITY</b>												
Retained Earnings	82,239,000	84,674,134	88,471,955	88,800,647	88,985,428	89,338,594	90,191,222	91,340,055	92,569,521	94,223,714	96,044,581	98,061,925
Revaluation Reserves	51,015,000	80,839,850	80,839,850	80,839,850	80,839,850	80,839,850	80,839,850	80,839,850	80,839,850	80,839,850	80,839,850	80,839,850
Council Equity Interest	133,254,000	165,513,984	169,311,805	169,640,497	169,825,278	170,178,444	171,031,072	172,179,905	173,409,371	175,063,564	176,884,431	178,901,775
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>133,254,000</b>	<b>165,513,984</b>	<b>169,311,805</b>	<b>169,640,497</b>	<b>169,825,278</b>	<b>170,178,444</b>	<b>171,031,072</b>	<b>172,179,905</b>	<b>173,409,371</b>	<b>175,063,564</b>	<b>176,884,431</b>	<b>178,901,775</b>

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
BALANCE SHEET - GENERAL FUND  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	\$	\$	\$	\$	\$	\$	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	172,000	2,980,207	691,811	584,796	658,702	1,266,312	1,097,603	1,330,051	1,372,960	1,617,294	1,672,273	1,975,238
Investments	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	889,000	1,589,040	1,188,633	1,253,714	1,243,554	1,280,164	1,307,848	1,311,877	1,341,572	1,375,422	1,405,743	1,441,465
Inventories	824,000	716,013	730,685	827,947	697,562	649,565	686,809	592,828	531,222	482,949	467,556	469,291
Other	-	104,632	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	2,885,000	5,389,893	2,611,129	2,666,457	2,599,818	3,196,041	3,092,260	3,234,756	3,245,754	3,475,665	3,545,572	3,885,994
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000
Inventories	881,000	348,323	713,476	934,981	593,830	467,206	579,239	326,097	154,475	32,910	(24,456)	(24,456)
Infrastructure, Property, Plant & Equipment	127,129,000	157,908,752	159,133,282	159,256,984	159,157,040	158,373,769	159,475,590	159,791,795	160,280,747	160,977,603	161,956,550	162,829,689
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	128,177,000	158,424,074	160,013,757	160,358,965	159,917,870	159,007,975	160,221,829	160,284,892	160,602,223	161,177,513	162,099,094	162,972,233
<b>TOTAL ASSETS</b>	<b>131,062,000</b>	<b>163,813,967</b>	<b>162,624,886</b>	<b>163,025,422</b>	<b>162,517,688</b>	<b>162,204,016</b>	<b>163,314,089</b>	<b>163,519,648</b>	<b>163,847,977</b>	<b>164,653,179</b>	<b>165,644,666</b>	<b>166,858,227</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	283,000	910,094	872,106	861,965	852,392	862,603	879,699	866,380	875,049	879,083	892,395	891,820
Income received in advance	98,000	145,427	143,362	146,693	150,106	152,310	154,517	157,472	160,347	163,297	166,322	169,893
Borrowings	993,000	1,114,461	633,653	725,275	931,731	713,522	718,410	650,386	556,243	466,757	363,835	48,635
Provisions	1,547,000	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578	1,540,578
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	2,921,000	3,710,560	3,189,699	3,274,511	3,474,809	3,269,013	3,293,205	3,214,815	3,132,217	3,049,715	2,963,130	2,650,926
<b>Non-Current Liabilities</b>												
Payables	37,000	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494	33,494
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	7,093,000	6,876,823	6,808,217	6,613,037	5,681,305	5,233,443	5,529,205	4,878,819	4,322,576	3,855,819	3,491,984	3,443,349
Provisions	11,000	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422	17,422
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	7,141,000	6,927,739	6,859,133	6,663,952	5,732,221	5,284,359	5,580,121	4,929,735	4,373,492	3,906,735	3,542,899	3,494,265
<b>TOTAL LIABILITIES</b>	<b>10,062,000</b>	<b>10,638,299</b>	<b>10,048,832</b>	<b>9,938,463</b>	<b>9,207,029</b>	<b>8,553,372</b>	<b>8,873,326</b>	<b>8,144,550</b>	<b>7,505,709</b>	<b>6,956,450</b>	<b>6,506,030</b>	<b>6,145,191</b>
<b>Net Assets</b>	<b>121,000,000</b>	<b>153,175,668</b>	<b>152,576,054</b>	<b>153,086,959</b>	<b>153,310,659</b>	<b>153,650,644</b>	<b>154,440,764</b>	<b>155,375,098</b>	<b>156,342,267</b>	<b>157,696,729</b>	<b>159,138,636</b>	<b>160,713,037</b>
<b>EQUITY</b>												
Retained Earnings	77,233,000	79,583,818	78,984,204	79,495,109	79,718,809	80,058,794	80,848,914	81,783,248	82,750,417	84,104,879	85,546,786	87,121,187
Revaluation Reserves	43,767,000	73,591,850	73,591,850	73,591,850	73,591,850	73,591,850	73,591,850	73,591,850	73,591,850	73,591,850	73,591,850	73,591,850
Council Equity Interest	121,000,000	153,175,668	152,576,054	153,086,959	153,310,659	153,650,644	154,440,764	155,375,098	156,342,267	157,696,729	159,138,636	160,713,037
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>121,000,000</b>	<b>153,175,668</b>	<b>152,576,054</b>	<b>153,086,959</b>	<b>153,310,659</b>	<b>153,650,644</b>	<b>154,440,764</b>	<b>155,375,098</b>	<b>156,342,267</b>	<b>157,696,729</b>	<b>159,138,636</b>	<b>160,713,037</b>

Junee Shire Council  
10 Year Financial Plan for the Years ending 30 June 2028  
BALANCE SHEET - SEWER FUND  
Scenario: Final for Adoption

	Actuals 2016/17	Current Year 2017/18	2018/19	2019/20	2020/21	2021/22	Projected Years					
	\$	\$	\$	\$	\$	\$	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	2,107,000	1,782,998	919,276	1,109,977	1,437,982	1,719,364	2,053,915	1,622,795	764,507	1,355,415	2,027,138	2,755,102
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	99,000	139,492	93,958	100,663	114,681	119,480	123,041	137,589	142,611	146,890	151,301	155,847
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	2,206,000	1,922,490	1,013,234	1,210,640	1,552,663	1,838,844	2,176,956	1,760,384	907,118	1,502,306	2,178,438	2,910,949
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	10,048,000	10,556,114	18,555,723	18,086,853	17,612,547	17,241,881	16,864,110	17,388,309	18,392,073	17,979,667	17,560,157	17,142,616
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	10,048,000	10,556,114	18,555,723	18,086,853	17,612,547	17,241,881	16,864,110	17,388,309	18,392,073	17,979,667	17,560,157	17,142,616
<b>TOTAL ASSETS</b>	<b>12,254,000</b>	<b>12,478,604</b>	<b>19,568,957</b>	<b>19,297,493</b>	<b>19,165,210</b>	<b>19,080,725</b>	<b>19,041,066</b>	<b>19,148,693</b>	<b>19,299,191</b>	<b>19,481,973</b>	<b>19,738,595</b>	<b>20,053,565</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	140,289	54,899	54,899	54,899	54,899	54,899	54,899	54,899	54,899	54,899	54,899
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	89,252	93,364	97,666	102,166	106,874	111,798	116,949	122,337	127,974	133,871
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	-	140,289	144,151	148,263	152,565	157,065	161,773	166,697	171,848	177,236	182,873	188,770
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	2,689,056	2,595,692	2,498,025	2,395,859	2,288,986	2,177,188	2,060,239	1,937,902	1,809,928	1,676,057
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	-	-	2,689,056	2,595,692	2,498,025	2,395,859	2,288,986	2,177,188	2,060,239	1,937,902	1,809,928	1,676,057
<b>TOTAL LIABILITIES</b>	-	<b>140,289</b>	<b>2,833,207</b>	<b>2,743,955</b>	<b>2,650,591</b>	<b>2,552,924</b>	<b>2,450,758</b>	<b>2,343,885</b>	<b>2,232,087</b>	<b>2,115,138</b>	<b>1,992,801</b>	<b>1,864,827</b>
<b>Net Assets</b>	<b>12,254,000</b>	<b>12,338,315</b>	<b>16,735,750</b>	<b>16,553,538</b>	<b>16,514,619</b>	<b>16,527,800</b>	<b>16,590,308</b>	<b>16,804,808</b>	<b>17,067,104</b>	<b>17,366,835</b>	<b>17,745,794</b>	<b>18,188,738</b>
<b>EQUITY</b>												
Retained Earnings	5,006,000	5,090,315	9,487,750	9,305,538	9,266,619	9,279,800	9,342,308	9,556,808	9,819,104	10,118,835	10,497,794	10,940,738
Revaluation Reserves	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000	7,248,000
Council Equity Interest	12,254,000	12,338,315	16,735,750	16,553,538	16,514,619	16,527,800	16,590,308	16,804,808	17,067,104	17,366,835	17,745,794	18,188,738
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>12,254,000</b>	<b>12,338,315</b>	<b>16,735,750</b>	<b>16,553,538</b>	<b>16,514,619</b>	<b>16,527,800</b>	<b>16,590,308</b>	<b>16,804,808</b>	<b>17,067,104</b>	<b>17,366,835</b>	<b>17,745,794</b>	<b>18,188,738</b>

Junee Shire Council  
Long Term Financial Plan for the Years ending 30 June 2027

RESTRICTED ASSETS BALANCE - CONSOLIDATED

Scenario: Final for Adoption

Long Term Financial Plan for the Years ending 30 June 2027			Delivery Plan								
RESTRICTED ASSETS BALANCE - CONSOLIDATED	Current Year	Operational Plan									
Scenario: Final for Adoption	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Internal Restricted Assets											
Deposits, retentions and bonds	35,555	35,555	35,555	35,555	35,555	35,555	35,555	35,555	35,555	35,555	35,555
Employees Leave Entitlement	205,000	205,000	215,000	255,000	295,000	335,000	375,000	415,000	455,000	495,000	535,000
Gravel Pit Restoration	26,848	26,848	26,848	26,848	26,848	26,848	26,848	26,848	26,848	26,848	26,848
Junee Historical Society	14,217	14,217	14,217	14,217	14,217	14,217	14,217	14,217	14,217	14,217	14,217
Total Internally Restricted Assets	281,620	281,620	291,620	331,620	371,620	411,620	451,620	491,620	531,620	571,620	611,620
External Restricted Assets											
Developer Contributions	875	1,772	2,875	4,011	5,181	6,587	8,043	9,550	11,332	13,185	15,112
Domestic Waste Management	(335,110)	(285,144)	(150,864)	(79,778)	104,516	184,516	264,516	364,516	414,516	464,516	514,516
Sewer Fund	1,782,998	919,276	1,109,977	1,437,982	1,719,364	2,053,915	1,622,795	764,507	1,355,415	2,027,138	2,755,102
Junee Reserves Trust	19,444	19,444	19,444	19,444	19,444	19,444	19,444	19,444	19,444	19,444	19,444
Bethungra Dam	87,153	103,653	120,153	66,653	83,153	99,653	116,153	132,653	149,153	165,653	182,153
Family Day Care	3,651	6,372	10,220	15,902	15,750	30,444	53,955	79,781	107,991	138,658	198,855
Community Transport - Vehicle Replacement	188,277	188,277	188,277	188,277	124,277	124,277	124,277	79,277	79,277	79,277	45,277
Drainage/Stormwater Reserve	43,327	4,101	49,621	7,550	55,375	10,262	60,508	12,144	64,934	66,852	122,314
Stronger Country Communities - Round 1	251,914										
Unspent Loan - John Potts Drive 7	590,000										
Financial Assistance Grants	1,344,370										
Total Externally Restricted Assets	3,976,899	957,751	1,349,703	1,660,041	2,127,060	2,529,098	2,269,691	1,461,872	2,202,062	2,974,723	3,852,773
Total Restricted Assets Balance	4,258,519	1,239,371	1,641,323	1,991,661	2,498,680	2,940,718	2,721,311	1,953,492	2,733,682	3,546,343	4,464,393
Cash as per Cash Flow Statement	4,258,519	1,239,371	1,641,323	1,991,661	2,498,680	2,940,718	2,721,311	1,953,492	2,733,682	3,546,343	4,464,393

**Junee Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2028**  
**KEY PERFORMANCE INDICATORS - CONSOLIDATED**  
**Scenario: Final for Adoption**

		Current Year 2017/18	Projected Years									
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			<div> <div> <span>●</span> Within green benchmark (green min and/or green max)           <span>—</span> Within green benchmark         </div> <div> <span>●</span> Within amber benchmark (amber min and/or amber max)           <span>↗</span> above green maximum and below amber maximum         </div> <div> <span>●</span> Not within benchmark (amber min and/or amber max)           <span>↘</span> below green minimum and above amber minimum         </div> <div> <span>↑</span> above amber maximum           <span>↓</span> below amber minimum         </div> </div>									
<b>Council's Target Benchmarks</b>												
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot	<span>●</span> —	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —
	Actual Ratio	7.69%	-12.47%	-2.61%	-0.71%	0.40%	2.73%	4.52%	5.79%	7.70%	8.94%	10.80%
Own Source Operating Revenue Ratio 1)	Snapshot	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —
	Actual Ratio	59.36%	52.71%	65.22%	68.18%	68.44%	68.26%	69.15%	69.40%	69.59%	69.95%	70.33%
Unrestricted Current Ratio	Snapshot	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> —
	Actual Ratio	1.05	1.03	0.99	0.92	1.22	1.13	1.16	1.18	1.27	1.31	1.67
Debt Service Cover Ratio 1)	Snapshot	<span>●</span> —	<span>●</span> ↓	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —
	Actual Ratio	3.72	1.32	2.65	2.82	2.52	3.07	3.52	4.00	4.78	5.60	6.87
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —
	Actual Ratio	9.22%	8.30%	8.37%	8.07%	8.10%	8.09%	7.81%	7.83%	7.83%	7.83%	7.83%
Cash Expense Cover Ratio 1)	Snapshot	<span>●</span> —	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> —	<span>●</span> —
	Actual Ratio	5.04	1.58	1.65	2.01	2.76	2.95	2.74	1.97	2.73	3.37	4.31
1) <b>different</b> Calculation to TCorp's calculation for same ratio												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Renewals Ratio	Snapshot	<span>●</span> —	<span>●</span> —	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> —	<span>●</span> ↓	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —
	Actual Ratio	156.39%	210.26%	79.70%	86.47%	94.92%	108.60%	97.73%	101.25%	108.01%	115.29%	110.52%
Infrastructure Backlog Ratio	Snapshot	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> —
	Actual Ratio	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Asset Maintenance Ratio	Snapshot	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓
	Actual Ratio	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96
Capital Expenditure Ratio	Snapshot	<span>●</span> —	<span>●</span> —	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> ↓	<span>●</span> —	<span>●</span> —	<span>●</span> —	<span>●</span> ↓	<span>●</span> —	<span>●</span> —
	Actual Ratio	1.55	3.80	0.90	0.83	0.66	1.21	1.25	1.43	1.08	1.16	1.13

## SCENARIO 2 LTFP FOR 2018-2028

Through the process of reviewing and updating the LTFP for 2018-2022 a second scenario was developed for consideration by Council.

For reference a copy of the income statement and cash flow are included below:

June Shire Council												
10 Year Financial Plan for the Years ending 30 June 2028												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Scenario 2												
	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	4,974,000	5,528,251	5,769,765	5,922,340	6,223,973	6,394,407	6,569,551	6,871,173	7,053,006	7,247,074	7,445,933	7,650,644
User Charges & Fees	3,208,000	2,888,166	3,034,449	3,147,176	3,261,915	3,324,434	3,385,325	3,737,382	4,128,415	4,563,856	4,686,992	4,826,951
Interest & Investment Revenue Received	89,000	21,588	142,410	57,124	71,205	79,616	143,759	165,341	197,062	238,155	323,076	398,626
Grants & Contributions	7,620,000	6,234,014	8,620,499	5,230,149	4,815,169	4,870,037	5,049,085	5,039,011	5,122,567	5,232,059	5,306,499	5,388,158
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	531,000	377,144	1,010,221	702,359	720,028	732,041	746,390	767,896	783,561	799,941	809,245	825,853
<b>Payments:</b>												
Employee Benefits & On-Costs	(4,643,000)	(3,598,674)	(5,649,904)	(5,870,565)	(6,001,651)	(6,174,384)	(6,310,119)	(6,448,924)	(6,590,870)	(6,736,026)	(6,884,465)	(7,036,262)
Materials & Contracts	(6,182,000)	(5,325,818)	(3,504,362)	(3,649,283)	(3,699,810)	(3,761,038)	(3,695,967)	(3,663,407)	(3,728,751)	(3,708,738)	(3,781,935)	(3,782,114)
Borrowing Costs	(400,000)	(396,224)	(480,754)	(566,371)	(552,179)	(524,795)	(519,518)	(614,301)	(627,416)	(583,493)	(542,022)	(505,624)
Bonds & Deposits Refunded	(2,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,210,000)	(1,327,060)	(1,445,572)	(1,452,962)	(1,471,567)	(1,489,909)	(1,499,857)	(1,502,578)	(1,511,130)	(1,514,580)	(1,523,291)	(1,520,144)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>3,985,000</b>	<b>4,401,387</b>	<b>7,496,754</b>	<b>3,519,969</b>	<b>3,367,082</b>	<b>3,450,409</b>	<b>3,868,648</b>	<b>4,351,593</b>	<b>4,826,444</b>	<b>5,538,248</b>	<b>5,840,034</b>	<b>6,246,087</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	2,750,000	1,000,000	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	555,000	1,466,813	592,851	518,182	818,182	818,182	827,273	800,000	500,000	500,000	300,000	-
Sale of Infrastructure, Property, Plant & Equipment	710,000	202,000	263,000	181,000	260,000	1,035,000	235,000	235,000	235,000	1,135,000	235,000	235,000
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(3,750,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(4,520,000)	(4,233,279)	(12,855,965)	(3,426,773)	(3,112,752)	(3,386,720)	(4,357,432)	(7,012,328)	(5,308,808)	(4,681,864)	(4,972,150)	(4,905,492)
Purchase of Real Estate Assets	(50,000)	(258,000)	(976,100)	(668,500)	(112,000)	(412,000)	(704,800)	(96,000)	(60,000)	(60,000)	(36,000)	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(4,305,000)</b>	<b>(1,822,466)</b>	<b>(12,976,214)</b>	<b>(3,396,091)</b>	<b>(2,146,570)</b>	<b>(1,945,538)</b>	<b>(3,999,959)</b>	<b>(6,073,328)</b>	<b>(4,633,606)</b>	<b>(3,106,864)</b>	<b>(4,473,150)</b>	<b>(4,670,492)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	380,000	600,000	3,400,000	600,000	-	300,000	1,100,000	2,500,000	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(598,000)	(694,716)	(1,171,106)	(792,811)	(818,639)	(1,063,738)	(901,516)	(869,709)	(825,131)	(740,663)	(661,414)	(569,326)
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(218,000)</b>	<b>(94,716)</b>	<b>2,228,894</b>	<b>(192,811)</b>	<b>(818,639)</b>	<b>(763,738)</b>	<b>198,484</b>	<b>1,630,291</b>	<b>(825,131)</b>	<b>(740,663)</b>	<b>(661,414)</b>	<b>(569,326)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(538,000)</b>	<b>2,484,205</b>	<b>(3,250,566)</b>	<b>(68,933)</b>	<b>401,873</b>	<b>741,134</b>	<b>67,173</b>	<b>(91,444)</b>	<b>(632,293)</b>	<b>1,690,721</b>	<b>705,470</b>	<b>1,006,269</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>2,817,000</b>	<b>2,279,000</b>	<b>4,763,205</b>	<b>1,512,639</b>	<b>1,443,706</b>	<b>1,845,579</b>	<b>2,586,713</b>	<b>2,653,886</b>	<b>2,562,442</b>	<b>1,930,149</b>	<b>3,620,870</b>	<b>4,326,340</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,279,000</b>	<b>4,763,205</b>	<b>1,512,639</b>	<b>1,443,706</b>	<b>1,845,579</b>	<b>2,586,713</b>	<b>2,653,886</b>	<b>2,562,442</b>	<b>1,930,149</b>	<b>3,620,870</b>	<b>4,326,340</b>	<b>5,332,609</b>
Cash & Cash Equivalents - end of the year	2,279,000	4,763,205	1,512,639	1,443,706	1,845,579	2,586,713	2,653,886	2,562,442	1,930,149	3,620,870	4,326,340	5,332,609
Investments - end of the year	1,000,000	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>3,279,000</b>	<b>4,763,205</b>	<b>1,512,639</b>	<b>1,443,706</b>	<b>1,845,579</b>	<b>2,586,713</b>	<b>2,653,886</b>	<b>2,562,442</b>	<b>1,930,149</b>	<b>3,620,870</b>	<b>4,326,340</b>	<b>5,332,609</b>

<b>June Shire Council</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2028</b>												
<b>INCOME STATEMENT - CONSOLIDATED</b>	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
<b>Scenario: Scenario 2</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	5,012,000	5,567,433	5,731,510	5,939,930	6,226,236	6,408,971	6,583,154	6,871,160	7,067,989	7,261,599	7,460,886	7,666,039
User Charges & Fees	3,298,000	2,886,393	3,037,604	3,149,511	3,264,310	3,325,715	3,386,595	3,744,857	4,136,589	4,572,961	4,689,422	4,829,881
Interest & Investment Revenue	85,000	99,883	89,264	61,786	72,751	88,850	140,935	171,884	202,532	257,044	324,835	404,705
Other Revenues	506,000	790,190	699,068	713,049	727,310	741,856	756,693	771,827	787,264	803,009	819,069	835,451
Grants & Contributions provided for Operating Purposes	6,915,000	5,414,355	3,300,289	4,710,946	4,739,165	4,809,017	4,911,250	4,975,567	5,062,017	5,172,182	5,245,580	5,327,479
Grants & Contributions provided for Capital Purposes	722,000	984,014	5,274,181	550,000	63,000	63,000	143,000	63,000	63,000	63,000	63,000	63,000
<b>Other Income:</b>												
Net gains from the disposal of assets	412,000	316,916	127,389	159,441	229,108	229,108	279,143	350,000	200,000	370,000	183,778	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>16,950,000</b>	<b>16,059,184</b>	<b>18,259,305</b>	<b>15,284,663</b>	<b>15,321,880</b>	<b>15,666,517</b>	<b>16,200,770</b>	<b>16,948,295</b>	<b>17,519,390</b>	<b>18,499,796</b>	<b>18,786,571</b>	<b>19,126,555</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	4,429,000	3,610,062	5,697,738	5,874,498	6,004,354	6,177,148	6,312,945	6,451,814	6,593,825	6,739,047	6,887,555	7,039,421
Borrowing Costs	400,000	437,140	476,703	565,607	546,832	519,884	521,735	627,108	622,156	578,895	538,048	502,370
Materials & Contracts	5,890,000	5,581,876	3,554,897	3,650,244	3,701,028	3,762,164	3,697,607	3,664,229	3,729,105	3,709,434	3,782,232	3,782,092
Depreciation & Amortisation	2,194,000	2,643,059	3,296,587	3,411,819	3,412,755	3,413,615	3,416,220	3,418,750	3,461,795	3,482,465	3,485,070	3,487,600
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,333,000	1,351,913	1,435,560	1,453,803	1,472,130	1,490,540	1,499,636	1,502,517	1,511,734	1,514,612	1,523,951	1,520,260
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>14,246,000</b>	<b>13,624,050</b>	<b>14,461,484</b>	<b>14,955,971</b>	<b>15,137,099</b>	<b>15,363,352</b>	<b>15,448,143</b>	<b>15,664,419</b>	<b>15,918,615</b>	<b>16,024,452</b>	<b>16,216,855</b>	<b>16,331,743</b>
<b>Operating Result from Continuing Operations</b>	<b>2,704,000</b>	<b>2,435,134</b>	<b>3,797,821</b>	<b>328,692</b>	<b>184,781</b>	<b>303,166</b>	<b>752,628</b>	<b>1,283,877</b>	<b>1,600,776</b>	<b>2,475,344</b>	<b>2,569,716</b>	<b>2,794,812</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>2,704,000</b>	<b>2,435,134</b>	<b>3,797,821</b>	<b>328,692</b>	<b>184,781</b>	<b>303,166</b>	<b>752,628</b>	<b>1,283,877</b>	<b>1,600,776</b>	<b>2,475,344</b>	<b>2,569,716</b>	<b>2,794,812</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>												
	1,982,000	1,451,120	(1,476,360)	(221,308)	121,781	240,166	609,628	1,220,877	1,537,776	2,412,344	2,506,716	2,731,812

Scenario 2 was based on Scenario 1 with the following major changes

1. Introduction of Special Rate Variation (SRV) in 2023/24 for 3 years  
The SRV was based on a 9% rate increase in 23/24, 24/25 and 25/26  
The SRV would generate an extra \$5.4m over the life of the plan
2. Construction of a replacement Administration Building at an estimated cost of \$2.5M
3. Sale of the existing Administration Building for \$900K
4. Loan of \$2.5m to cover the construction of the new Administration Building
5. Increase in Road capital expenditure - \$2.15M
6. Upgrade of Playground equipment - \$400K
7. Design and tendering costs associated with new Administration Building
8. Capital improvements to Sandy Beach - \$75K
9. Creation of an Asset Management Reserve - \$300K

After deliberation, the Council formed the view that although the projects considered were appropriate and needed by the Community, the Council considered that the introduction of a Special Rates Variation adjustment and the impact on the Shire's unrestricted cash would not be in best interest of the Community at this time and therefore is not proposing recommending the scenario 2 financial plan moving forward. It is included in this LTFP to provide an understanding of the range of financial modelling options considered.