



JUNEE SHIRE COUNCIL

DRAFT

Long Term Financial Plan 2013 – 2023

a component of
Junee Shire Council's
Resourcing Strategy

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Introduction

Junee Shire Council has prepared a *Long Term Financial Plan (LTFP)* as part of its development and implementation of the requirements of the Integrated Planning and Reporting framework. The *Planning & Reporting Manual for Local Government, 2010* produced by the Division 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.
(Planning and Reporting Manual - page 60)

Junee Shire Council will use this 10 year Financial Plan to ensure its long term financial sustainability while seeking to achieve the Council's corporate objectives. The LTFP has been prepared on the basic assumption that Council will continue to be responsible for providing the current range of services and with the current service delivery methods being largely unchanged. The Junee community has expressed a liking for the services provided by the Junee Shire Council and for this reason the preferred LTFP seeks to adequately resource the expenditure needed to make this happen. This means, in Junee's case, a Special Rates Variation application(s) in order to raise more rating revenue to fund the cost of current services. This will be elaborated further in the Scenario Modelling section of this plan.

The LTFP will be reviewed annually as part of the review and update of Council's Operational Plan.

History

The Council has had a Long Term Financial Plan for a number of years now to assist it with its strategic financial planning. The first version of the plan was presented to the Ordinary Meeting of Council held on 20 March 2007. It showed sizeable deficits across all 15 years of the LTFP and gave a strong signal to the Council that it needed to consider significant reductions in expenditure and/or increases in operating revenue in order to achieve long term financial sustainability. In broad terms, the Council needed to make adjustments in the order of \$550,000 to \$700,000 per year in its operating revenue and operating expenditure to achieve this sustainability.

In its 2009/10 Management Plan the Council sought and was successful in an application to the Division of Local Government for a Special Variation to General Income of 13.5% (the rate pegging limit for that year of 3.5% with an adjustment of 0.4% in available take-up plus a further 9.6%). The additional revenue (from the 9.6% portion) of this increase was initially \$214,023 per annum. It is indexed each year by the rate peg percentages. It is all to go toward road resealing works. The Council had reluctantly ceased resealing its roads in the years prior to 2009-10 due to a lack of capacity to fund this work.

In the intervening years, not much has changed. This Long Term Financial Plan shows that the Council will not achieve long term financial sustainability and still provide the current levels of service to its community without further increases in its revenue raising capacity, essentially it needs to seek further special variations in its general rates.

Long Term Financial Plan Scenario Modelling

The Division of Local Government Guidelines for preparing a Long Term Financial Plan recommends financial modelling for different scenarios. Eg. Planned, optimistic and conservative.

In order to get a proper view of the Council's financial future three scenarios have been modelled and presented in this Long Term Financial Plan. The primary difference in each scenario is in the amount of General Rates to be levied. Other modelling assumptions have been kept the same as they are seen to be realistic and if altered, would distort the effect of the general rate modelling.

As previously mentioned in a number of the Integrated Planning and Reporting Plans, Junee Shire Council has recognised for several years that it is in a tight financial position and, without taking steps to improve its predicted cash position and Operating Result, is financially unsustainable in the long term. This statement is predicated on the community's preference to maintain existing levels of service. The Council can, of course, choose to reduce its levels of service to the community but the community has expressed a preference for retaining existing levels of service.

For all Scenarios the following rate peg percentages are included in the nett increases or decreases for each year:

2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
3.6%	3.4%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Additionally, in 2013-14 a Special Rate Variation of 9.6% approved in 2009 comes to an end. This necessitates a reduction of \$241,813 in general income in 2014-15 is before any calculation of the nett increase or decrease in 2014-15.

Scenario 1 The Base Case - No SRV scenario

The following table shows the nett increase in general income in the LTFP in Scenario 1.

2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
3.6%	3.4%	-5.63%	3.0%	3.0%	3.0%*	3.0%	3.0%	3.0%	3.0%	3.0%

In this scenario, no SRV applications are made or if made are unsuccessful and the Council increases its general rates by the rate peg limit only.

Scenario 2 10% SRV in 2013-14 scenario

The following table shows the nett increase in general income in the LTFP in Scenario 2.

2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
3.6%	10.0%	-5.11%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

This scenario allows for a successful SRV application of 10.0% in 2013-14 but then no further SRV approvals in the subsequent years.

Scenario 3 The Preferred Scenario - SRV in 2013-14, 2014-15, 2015-16 & 2016-17 scenario

The following table shows the nett increase in general income in the LTFP in Scenario 3.

2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
3.6%	10.0%	3.73%	9.5%	9.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

In order to gain approval for the general rate increases in these four years above the rate peg limit, the Council needs to make applications for special rate variation to IPART. So this scenario requires SRV approval by IPART in 2013-14 (10.0%), 2014-15 (12.6%), 2015-16 (9.5%) and 2016-17 (9.0%).

In the preparation of the Operational Plan and Delivery Program adopted by the Council in June 2012 this Preferred Scenario is at its core with key modifications being extension of the proposed increases over four years rather than three and the use of 'nominal' figures in the last six years rather than 'real' figures.

Demographic Changes

Junee Shire has experienced a small population growth over the last decade. See the table below for details:

ERP at 30 June									
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
5905	5921	5903	5906	5953	6057	6073	6134	6277	6298

Source: ABS 3218.0 Regional Population Growth, Australia, 2009-10

For the purposes of the modelling of the Long Term Financial Plan this growth is not considered to have a material effect on the forecasts of revenue growth. And in any case does not necessarily mean that growth of this nature will continue into the future.

Generally

In the past, Junee Shire Council has typically adopted the rate pegging limit as the rate increase but through modelling of scenarios in the LTFP it has been determined that this practice will not allow for the maintenance of current levels of service. Scenarios 1 and 2 produce operating deficits and a quick depletion of cash. That is, only Scenario 3 produces an Operating Result and the cash levels required for financial sustainability.

If the Special Rate Variations in Scenario 1 are not approved the Council will re-model its Long Term Financial Plan and review its position in maintaining existing levels of service. It will be forced to take the following kinds of action at some stage in the next few years:

- Reduce expenditure on maintaining and renewing roads infrastructure.
- Reduce its efforts in maintaining sporting fields and parks and gardens.
- Reduce its promotion of the shire.
- Reduce opening hours for its recreation centre and library.
- Sell some of its long term assets.
- Hold onto plant and equipment for longer periods of time.
- Reduce its heavy plant numbers.
- Reduce its staff numbers through redundancies across different areas of operation.
- Negotiate to make some positions part-time rather than full-time.

In all Scenarios and throughout the Operational Plan, Delivery Program and Long Term Financial Plan, some expenditure items both Operating and Capital have already been either removed or deferred. There are no new major Capital Works projects in any of the scenarios. They focus on maintaining current service levels and renewing and maintaining existing assets.

Other Modelling Assumptions across all Scenarios

OPERATING INCOME

Rates and Annual Charges

General Rate Revenue

See the comments above for General Rate Revenue under each of the five scenarios outlined in this Long Term Financial Plan.

Domestic Waste Management Charges

Domestic Waste Management Charges have been increased by 3.0% in 2012-2013. No increase is modelled in the years 2013-2014, 2014-2015, 2015-2016 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the proposed increase in general rates.

The LTFP models the Domestic Waste Management Fund separately and shows it is financially sustainable under this scenario.

Sewer Charges

Sewerage charges have been increased by 3.0% in 2012-2013. No increase is modelled in the years 2013-2014, 2014-2015, 2015-2016 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the proposed increase in general rates.

From 2017-18 to the end of the LTFP in 2021-22 Sewerage Charges have been increased by 4.0% primarily to provide part of the funds needed for a renewal of the Junee sewerage treatment works.

This scenario will be reflected in the next iteration of the Sewerage Asset Management Plan. The LTFP models the Sewerage Fund separately and shows it is financially sustainable under this scenario.

User Charges and Fees

Generally the majority of Council's fees and charges have been indexed by 3% in each of the next four financial years.

Financial Assistance Grants

Grant revenue from the Financial Assistance Grants Scheme has been increased by 3% in each of the next four financial years.

Operating Grants

Generally, operating grants have been indexed by 3%. In some cases they have been kept at 2011-2012 levels either because of current information or because of a lack of information about expected increases.

Interest Revenues

Interest on investments attributed to the General Fund has been fixed at \$80k per year over the 10 year LTFP with the view that available funds for investment will be relatively similar over those years.

Other Revenue

Other revenue sources have been individually modelled in the Delivery Program; the first four years of the LTFP.

OPERATING EXPENDITURE

Employee Costs

Employee costs include salaries, wages and employee leave entitlements. A worksheet is used to determine 2012-2013 employee costs. It allows for a 3.25% increase for most staff with an allowance for a step adjustment of 3% for some employees.

For the next ten financial years an increase of 3.2% has been allowed. No increase or decrease in staff numbers has been factored in.

Materials and Contractor Costs

Generally, budget items identified as Materials and Contracts have been indexed by 3.2% for the four years of the Delivery Program, and flat thereafter as mentioned in the General Comments above

Depreciation

Depreciation expenses have been based on the 2010-2011 levels.

Other Expenses

The model makes allowance of 3.0% increase for insurances in the LTFP.

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 of 7%. Interest on these loans is capitalised during the Land Development construction stage in accordance with Accounting Standards; then treated as an Operating Expense.

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%.

CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been determined with the requirements set out in Asset Management Plans in mind. It is shown in detail in the Council's Delivery Plan.

A summary of Capital Works by Department and Service Area is provided. It is the same for each of the three Scenarios. But as commented above, if the Preferred Scenario is not achieved the Council will need to reduce its capital works to remain financially sustainable.

Performance Monitoring

Council will review the LTFP each year as part of the development of the Operational Plan. 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 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.

Junee Shire Council will develop measures to assess its long-term financial sustainability. These will include reference to standard indicators such as debt service ratio, unrestricted current ratio, net current assets, and capital expenditure ratio. It might also include comparison of Council's proposed renewals expenditure over the next four years with the required renewals expenditure in its asset management plan. A number of these performance measures are in accordance with Note 13 – Statement of Performance Measures of the current Accounting Code.

Long Term Financial Plan

for the Financial Years 2012-2013 to 2022-2023

Comprising for each of the Three Scenarios:-

- Income Statement – General Fund
- Cash Flow Statement – General Fund
- Balance Sheet – General Fund
- Restricted Asset balances
- Budget Summary – showing both
Operating Result by Department and
Capital Items
- Capital Works Program by Department and
Service Area

And

- Total Cash Level Graphs
- Surplus Cash Levels Graph
- Operating Result before Capital Amounts
Graphs

Long Term Financial Plan

For the Financial Years 2012-2013 to 2022-2023

Scenario I The Base Case - No SRV scenario

JUNEE SHIRE COUNCIL											
Income Statement											
	Operational Plan	Delivery Program									
	Original Budget 2012/13	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23
GENERAL FUND											
Income from continuing operations											
Revenue:											
Rates & Annual Charges	-3,321,821	-3,432,333	-3,271,221	-3,354,343	-3,458,609	-3,566,002	-3,676,617	-3,790,550	-3,907,901	-4,028,773	-4,153,271
User Charges & Fees	-2,945,942	-2,978,879	-3,010,821	-3,043,795	-3,077,861	-3,113,028	-3,149,337	-3,186,821	-3,225,523	-3,265,478	-3,306,733
Interest & Investment Revenue	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000
Other Operating Revenues	-340,560	-349,410	-346,611	-356,205	-365,589	-375,271	-385,264	-395,575	-406,216	-417,195	-428,526
Grants & Cont's provided for Operating Purposes	-3,628,999	-3,713,251	-3,799,971	-3,889,233	-3,983,194	-4,079,974	-4,179,659	-4,282,335	-4,388,092	-4,497,023	-4,609,224
Grants & Cont's provided for Capital Purposes	-1,488,816	-1,138,816	-738,816	-747,996	-757,451	-767,190	-777,221	-787,553	-798,195	-809,156	-820,446
Other Income:											
Net gain from the disposal of assets	-2,933	-20,154	-11,113	-60,389	-74,349	-38,887	-49,309	-21,877	-19,494	-46,255	-55,615
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0	0	0	0	0	0
Total Income from continuing operations	-11,835,071	-11,738,843	-11,284,553	-11,557,961	-11,823,053	-12,046,352	-12,323,407	-12,570,711	-12,851,421	-13,169,880	-13,479,815
Expenses from continuing operations											
Employee Benefits & On-Costs	4,040,915	4,111,105	4,181,540	4,254,230	4,329,245	4,406,661	4,486,556	4,569,008	4,654,097	4,741,903	4,832,523
Borrowing Costs	342,549	341,447	339,784	337,520	335,299	332,642	329,004	324,099	318,652	312,226	304,747
Materials & Contracts	4,196,464	4,283,158	4,386,170	4,498,924	4,643,353	4,740,856	4,868,817	5,004,497	5,174,520	5,289,027	5,438,155
Depreciation & Amortisation	1,896,177	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500
Impairment	0	0	0	0	0	0	0	0	0	0	0
Other Operating Expenses	598,952	578,148	594,851	612,075	664,840	648,161	667,056	686,544	741,641	727,370	748,747
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from continuing operations	11,075,057	11,210,358	11,398,845	11,599,249	11,869,237	12,024,820	12,247,933	12,480,648	12,785,410	12,967,026	13,220,672
Operating Result from continuing operations	760,014	528,485	-114,292	-41,288	-46,184	21,532	75,474	90,063	66,011	202,854	259,143
Share Attributable to Minority Interests	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-728,802	-610,331	-853,108	-789,284	-803,635	-745,658	-701,747	-697,490	-732,184	-606,302	-561,303

JUNEE SHIRE COUNCIL											
Cash Flow Statement											
	Operational Plan	Delivery Program									
	Original Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
GENERAL FUND											
CASH FLOWS FROM OPERATING ACTIVITIES											
<u>Receipts</u>											
Rates & Annual Charges	3,321,821	3,432,333	3,271,221	3,354,343	3,458,609	3,566,002	3,676,617	3,790,550	3,907,901	4,028,773	4,153,271
User Charges & Fees	2,945,942	2,978,879	3,010,821	3,043,795	3,077,861	3,113,028	3,149,337	3,186,821	3,225,523	3,265,478	3,306,733
Interest Received	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000
Grants & Contributions	5,117,815	4,852,067	4,538,787	4,637,229	4,740,645	4,847,164	4,956,880	5,069,888	5,186,287	5,306,179	5,429,670
Other Operating Receipts	340,560	349,410	346,611	356,205	365,589	375,271	385,264	395,575	406,216	417,195	428,526
<u>Payments</u>											
Employee Costs	-3,840,915	-3,911,105	-3,981,540	-4,054,230	-4,129,245	-4,206,661	-4,286,556	-4,369,008	-4,454,097	-4,541,903	-4,632,523
Materials & Contracts	-4,346,464	-4,431,558	-4,532,918	-4,643,967	-4,790,330	-4,889,829	-5,019,850	-5,157,656	-5,329,873	-5,446,644	-5,598,109
Interest Paid	-333,002	-335,012	-355,290	-361,885	-371,365	-353,685	-329,004	-324,099	-318,652	-312,226	-304,747
Other Operating Payments	-598,952	-578,148	-594,851	-612,075	-664,840	-648,161	-667,056	-686,544	-741,641	-727,370	-748,747
Net Cash Provided by (used in) Operating Activities	2,712,805	2,462,866	1,808,841	1,825,415	1,792,924	1,909,129	1,971,632	2,011,527	1,987,664	2,095,482	2,140,074
CASH FLOWS FROM INVESTING ACTIVITIES											
<u>Receipts</u>											
Proceeds from sale of Investments	0	0	0	0	0	0	0	0	0	0	0
Proceeds from sale of Assets	1,068,600	357,000	323,000	378,000	340,000	325,000	340,000	325,000	340,000	325,000	340,000
Proceeds from sale of Real Estate	292,982	353,236	416,872	416,872	416,872	416,872	416,872	480,508	353,236	480,508	480,508
Proceeds from sale of Shares in Companies	0	0	0	0	0	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>											
Purchase of Investments	0	0	0	0	0	0	0	0	0	0	0
Purchase of Assets	-3,714,572	-2,872,142	-2,680,734	-2,978,711	-3,120,269	-3,121,458	-3,219,330	-3,218,937	-3,246,335	-3,316,581	-3,420,733
Purchase of Real Estate	-182,581	-180,681	-701,631	-185,770	-170,270	-154,770	-139,270	-136,570	-592,270	-141,270	-123,670
Purchase of Shares in Companies	0	0	0	0	0	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,535,571	-2,342,587	-2,642,493	-2,369,609	-2,533,667	-2,534,356	-2,601,728	-2,549,999	-3,145,369	-2,652,343	-2,723,895
CASH FLOWS FROM FINANCING ACTIVITIES											
<u>Receipts</u>											
Proceeds from Borrowings & Advances	0	0	510,000	0	0	0	0	0	480,000	0	0
Other Proceeds	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>											
Repayments of Borrowings & Advances	-162,326	-282,494	-339,974	-212,867	-214,136	-265,192	-278,332	-292,543	-277,899	-354,477	-372,361
Repayment of Finance Lease Liabilities	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-162,326	-282,494	170,026	-212,867	-214,136	-265,192	-278,332	-292,543	202,101	-354,477	-372,361
Net Increase (Decrease) in Cash Held	14,908	-162,215	-663,626	-757,061	-954,879	-890,419	-908,428	-831,015	-955,604	-911,338	-956,182
Adj due to Accounting Standard Changes											
Cash Assets at Beginning of Reporting Period	1,210,722	1,225,630	1,063,415	399,789	-357,272	-1,312,151	-2,202,570	-3,110,998	-3,942,013	-4,897,617	-5,808,955
Cash Assets at End of Reporting Period	1,225,630	1,063,415	399,789	-357,272	-1,312,151	-2,202,570	-3,110,998	-3,942,013	-4,897,617	-5,808,955	-6,765,137

JUNEE SHIRE COUNCIL											
Balance Sheet											
	Projected Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
GENERAL FUND											
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,225,630	1,063,415	399,789	-357,272	-1,312,151	-2,202,570	-3,110,998	-3,942,013	-4,897,617	-5,808,955	-6,765,137
Investments	0	0	0	0	0	0	0	0	0	0	0
Receivables	868,606	862,171	877,677	902,042	938,108	959,151	959,151	959,151	959,151	959,151	959,151
Inventories - Land Development	286,648	314,740	408,063	331,983	344,827	357,485	369,867	438,131	336,046	413,753	427,197
Inventories - Other	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000
Other	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,825,884	2,685,326	2,130,529	1,321,753	415,784	-440,934	-1,336,980	-2,099,731	-3,157,420	-3,991,051	-4,933,789
Non-Current Assets											
Investments	0	0	0	0	0	0	0	0	0	0	0
Receivables	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Inventories - Land Development	1,797,954	1,635,803	1,836,048	1,765,915	1,578,514	1,363,141	1,120,162	750,337	1,108,646	758,456	441,485
Inventories - Other	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	110,392,929	110,941,629	111,351,915	111,976,669	112,809,719	113,638,150	114,574,317	115,504,413	116,471,905	117,504,103	118,650,594
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	112,380,883	112,767,432	113,377,963	113,932,584	114,578,233	115,191,291	115,884,479	116,444,750	117,770,551	118,452,559	119,282,079
TOTAL ASSETS	115,206,767	115,452,758	115,508,492	115,254,337	114,994,017	114,750,357	114,547,499	114,345,019	114,613,131	114,461,508	114,348,290
LIABILITIES											
Current Liabilities											
Payables	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000
Borrowings	162,326	282,494	339,974	212,867	214,136	265,192	278,332	292,543	236,570	351,490	369,157
Provisions	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	2,348,326	2,468,494	2,525,974	2,398,867	2,400,136	2,451,192	2,464,332	2,478,543	2,422,570	2,537,490	2,555,157
Non-Current Liabilities											
Payables	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	7,025,463	6,622,801	6,735,347	6,649,587	6,434,182	6,117,934	5,826,462	5,519,708	5,777,782	5,349,714	5,004,002
Provisions	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	7,077,463	6,674,801	6,787,347	6,701,587	6,486,182	6,169,934	5,878,462	5,571,708	5,829,782	5,401,714	5,056,002
TOTAL LIABILITIES	9,425,789	9,143,295	9,313,321	9,100,454	8,886,318	8,621,126	8,342,794	8,050,251	8,252,352	7,939,204	7,611,159
Net Assets	105,780,978	106,309,463	106,195,171	106,153,883	106,107,699	106,129,231	106,204,705	106,294,768	106,360,779	106,522,304	106,737,131

Junee Shire Council											
Restricted Asset Balances	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Sewer Services	1,358,262	1,361,775	1,501,799	1,680,839	1,771,383	1,749,547	1,950,829	2,155,749	1,347,551	1,122,386	1,114,571
DWM	88,735	123,840	140,851	109,072	106,548	103,214	69,001	53,836	47,642	40,340	31,845
Unspent Grants	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Crown Reserves Reserves	17,974	20,921	24,009	27,557	31,268	35,149	39,207	43,450	47,886	52,523	57,369
Developer Contributions	0	0	0	0	0	0	0	0	0	0	0
Total External Restrictions	1,814,971	1,856,536	2,016,659	2,167,468	2,259,199	2,237,910	2,409,037	2,603,035	1,793,079	1,565,249	1,553,785
FDC Reserve	-11,682	1,730	7,186	16,553	20,773	24,827	28,692	26,347	29,769	32,933	35,815
ELE Reserve	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Asset Management Reserve	312,700	0	0	0	0	0	0	0	0	0	0
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
CTP - Community Transport Program	80,515	65,955	58,722	44,820	38,251	29,017	23,120	14,562	9,344	1,469	-3,063
RFS Plant & Equipment Replacement	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667
FAG Grant	0										
GAP Project	0	0	0	0	0	0	0	0	0	0	0
GAP SDU Project	0	0	0	0	0	0	0	0	0	0	0
Property Development	0	0	0	0	0	0	0	0	0	0	0
Total Internal Restrictions	702,048	388,200	386,423	381,888	379,539	374,359	372,327	361,424	359,628	354,917	353,267
Total Restricted Assets	2,517,019	2,244,736	2,403,082	2,549,356	2,638,738	2,612,269	2,781,364	2,964,459	2,152,707	1,920,166	1,907,052
Cash as per Cash Flow Statement	2,583,892	2,425,190	1,901,588	1,323,567	459,232	-453,023	-1,160,169	-1,786,264	-3,550,066	-4,686,569	-5,650,566
Shortfall (+ve = Surplus)	66,873	180,454	-501,494	-1,225,789	-2,179,506	-3,065,292	-3,941,533	-4,750,723	-5,702,773	-6,606,735	-7,557,618

Department	ORIGINAL BUDGET SUMMARY 2012/13		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	820,753	-718,171
Corporate & Community Services	-6,749,353	3,467,220	3,282,133
Development & Environmental Services	-1,747,926	2,233,140	-485,214
Engineering Services	-3,852,564	6,661,593	-2,809,029
OPERATING RESULT-Before Capital Amounts	-12,452,425	13,182,706	-730,281
Capital Grants & Contributions	-1,488,816		-1,488,816
OPERATING RESULT	-13,941,241	13,182,706	758,535
ADD Expenses not involving flows of Funds			
Depreciation			2,176,177
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			1,072,001
Cost of Real Estate Assets Sold			286,648
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			83,538
Plant Profit utilised			50,000
			1,492,187
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,925,572
Development of Real Estate			182,581
Advance to Deferred Debtors			0
Repayment of Loans			162,326
Repayment of Other Debts			0
Transfer to Restricted Assets			125,538
			4,396,017
Budget Surplus / (Deficit)			30,882

Department	BUDGET SUMMARY 2013/2014		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	796,220	-693,638
Corporate & Community Services	-6,932,633	3,516,428	3,416,205
Development & Environmental Services	-983,747	1,492,551	-508,804
Engineering Services	-4,028,668	6,859,249	-2,830,581
OPERATING RESULT-Before Capital Amounts	-12,047,630	12,664,448	-616,818
Capital Grants & Contributions	-1,138,816		-1,138,816
OPERATING RESULT	-13,186,446	12,664,448	521,998
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			375,342
Cost of Real Estate Assets Sold			314,740
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			14,560
Plant Profit utilised			51,600
			756,242
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,142,142
Development of Real Estate			180,681
Advance to Deferred Debtors			0
Repayment of Loans			282,494
Repayment of Other Debts			0
Transfer to Restricted Assets			54,977
			3,660,294
Budget Surplus / (Deficit)			-205,554

Department	BUDGET SUMMARY 2014/2015		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	802,699	-700,117
Corporate & Community Services	-6,889,378	3,592,304	3,297,074
Development & Environmental Services	-981,674	1,529,106	-547,432
Engineering Services	-4,060,383	6,982,992	-2,922,609
OPERATING RESULT-Before Capital Amounts	-12,034,017	12,907,101	-873,084
Capital Grants & Contributions	-738,816		-738,816
OPERATING RESULT	-12,772,833	12,907,101	-134,268
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			320,696
Cost of Real Estate Assets Sold			408,063
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			510,000
Transfer from Restricted Assets			7,233
Plant Profit utilised			53,252
			1,299,244
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,800,734
Development of Real Estate			701,631
Advance to Deferred Debtors			0
Repayment of Loans			339,974
Repayment of Other Debts			0
Transfer to Restricted Assets			165,579
			4,007,918
Budget Surplus / (Deficit)			-666,442

Department	BUDGET SUMMARY 2015/2016		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	819,709	-717,127
Corporate & Community Services	-7,055,250	3,669,743	3,385,507
Development & Environmental Services	-992,028	1,570,297	-578,269
Engineering Services	-4,159,109	7,069,464	-2,910,355
OPERATING RESULT-Before Capital Amounts	-12,308,969	13,129,213	-820,244
Capital Grants & Contributions	-747,996		-747,996
OPERATING RESULT	-13,056,965	13,129,213	-72,248
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			402,500
Cost of Real Estate Assets Sold			331,983
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			45,681
Plant Profit utilised			54,957
			835,121
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,048,711
Development of Real Estate			185,770
Advance to Deferred Debtors			0
Repayment of Loans			212,867
Repayment of Other Debts			0
Transfer to Restricted Assets			191,955
			3,639,303
Budget Surplus / (Deficit)			-699,930

Department	BUDGET SUMMARY 2016/2017		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	902,270	-799,688
Corporate & Community Services	-7,266,197	3,735,016	3,531,181
Development & Environmental Services	-1,021,361	1,612,561	-591,200
Engineering Services	-4,125,506	7,113,890	-2,988,384
OPERATING RESULT-Before Capital Amounts	-12,515,646	13,363,737	-848,091
Capital Grants & Contributions	-757,451		-757,451
OPERATING RESULT	-13,273,097	13,363,737	-90,640
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			344,827
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			9,093
Plant Profit utilised			53,023
			744,639
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,265,269
Development of Real Estate			170,270
Advance to Deferred Debtors			0
Repayment of Loans			214,136
Repayment of Other Debts			0
Transfer to Restricted Assets			98,475
			3,748,150
Budget Surplus / (Deficit)			-917,651

Department	BUDGET SUMMARY 2017/2018		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	855,399	-752,817
Corporate & Community Services	-7,448,903	3,827,490	3,621,413
Development & Environmental Services	-1,051,586	1,655,956	-604,370
Engineering Services	-4,176,240	7,217,960	-3,041,720
OPERATING RESULT-Before Capital Amounts	-12,779,311	13,556,805	-777,494
Capital Grants & Contributions	-767,190		-767,190
OPERATING RESULT	-13,546,501	13,556,805	-10,304
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			357,485
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			34,404
Plant Profit utilised			51,027
			788,416
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,391,458
Development of Real Estate			154,770
Advance to Deferred Debtors			0
Repayment of Loans			265,192
Repayment of Other Debts			0
Transfer to Restricted Assets			7,935
			3,819,355
Budget Surplus / (Deficit)			-864,743

Department	BUDGET SUMMARY 2018/2019		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	874,115	-771,533
Corporate & Community Services	-7,667,545	3,902,757	3,764,788
Development & Environmental Services	-1,082,736	1,700,512	-617,776
Engineering Services	-4,228,736	7,324,680	-3,095,944
OPERATING RESULT-Before Capital Amounts	-13,081,599	13,802,064	-720,465
Capital Grants & Contributions	-777,221		-777,221
OPERATING RESULT	-13,858,820	13,802,064	56,756
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			369,867
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			40,110
Plant Profit utilised			48,967
			796,640
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,279,330
Development of Real Estate			139,270
Advance to Deferred Debtors			0
Repayment of Loans			278,332
Repayment of Other Debts			0
Transfer to Restricted Assets			209,205
			3,906,137
Budget Surplus / (Deficit)			-876,241

Department	BUDGET SUMMARY 2019/2020		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	893,437	-790,855
Corporate & Community Services	-7,862,297	3,998,989	3,863,308
Development & Environmental Services	-1,114,836	1,746,249	-631,413
Engineering Services	-4,346,692	7,490,302	-3,143,610
OPERATING RESULT-Before Capital Amounts	-13,426,407	14,128,977	-702,570
Capital Grants & Contributions	-787,553		-787,553
OPERATING RESULT	-14,213,960	14,128,977	84,983
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			438,131
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			26,068
Plant Profit utilised			46,841
			856,540
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,288,937
Development of Real Estate			136,570
Advance to Deferred Debtors			0
Repayment of Loans			292,543
Repayment of Other Debts			0
Transfer to Restricted Assets			209,163
			3,927,213
Budget Surplus / (Deficit)			-809,190

Department	BUDGET SUMMARY 2020/2021		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	978,379	-875,797
Corporate & Community Services	-8,093,347	4,082,296	4,011,051
Development & Environmental Services	-1,147,917	1,793,195	-645,278
Engineering Services	-4,253,633	7,488,691	-3,235,058
OPERATING RESULT-Before Capital Amounts	-13,597,479	14,342,561	-745,082
Capital Grants & Contributions	-798,195		-798,195
OPERATING RESULT	-14,395,674	14,342,561	53,113
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			336,046
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			3,180,000
Transfer from Restricted Assets			819,610
Plant Profit utilised			44,647
			4,717,999
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			7,021,635
Development of Real Estate			592,270
Advance to Deferred Debtors			0
Repayment of Loans			277,899
Repayment of Other Debts			0
Transfer to Restricted Assets			7,858
			7,899,662
Budget Surplus / (Deficit)			-952,050

Department	BUDGET SUMMARY 2021/2022		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	933,969	-831,387
Corporate & Community Services	-8,300,879	4,183,576	4,117,303
Development & Environmental Services	-1,182,010	1,841,364	-659,354
Engineering Services	-4,431,079	7,857,779	-3,426,700
OPERATING RESULT-Before Capital Amounts	-14,016,550	14,816,688	-800,138
Capital Grants & Contributions	-809,156		-809,156
OPERATING RESULT	-14,825,706	14,816,688	9,018
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			413,753
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			240,342
Plant Profit utilised			42,383
			1,041,978
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,586,581
Development of Real Estate			141,270
Advance to Deferred Debtors			0
Repayment of Loans			395,806
Repayment of Other Debts			0
Transfer to Restricted Assets			7,801
			4,131,458
Budget Surplus / (Deficit)			-903,962

Department	BUDGET SUMMARY 2022/2023		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	955,223	-852,641
Corporate & Community Services	-8,545,093	4,271,662	4,273,431
Development & Environmental Services	-1,217,147	1,890,786	-673,639
Engineering Services	-4,483,290	7,975,243	-3,491,953
OPERATING RESULT-Before Capital Amounts	-14,348,112	15,092,914	-744,802
Capital Grants & Contributions	-820,446		-820,446
OPERATING RESULT	-15,168,558	15,092,914	75,644
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			427,197
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			20,842
Plant Profit utilised			40,046
			825,781
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,480,733
Development of Real Estate			123,670
Advance to Deferred Debtors			0
Repayment of Loans			416,677
Repayment of Other Debts			0
Transfer to Restricted Assets			7,728
			4,028,808
Budget Surplus / (Deficit)			-950,883

Long Term Financial Plan

For the Financial Years 2012-2013 to 2022-2023

Scenario 2 10% SRV in 2013-14 scenario

JUNEE SHIRE COUNCIL											
Income Statement											
	Operational Plan	Delivery Program									
	Original Budget 2012/13	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23
GENERAL FUND											
Income from continuing operations											
Revenue:											
Rates & Annual Charges	-3,321,821	-3,616,534	-3,460,948	-3,549,762	-3,659,890	-3,773,322	-3,890,156	-4,010,495	-4,134,444	-4,262,112	-4,393,610
User Charges & Fees	-2,945,942	-2,978,879	-3,010,821	-3,043,795	-3,077,861	-3,113,028	-3,149,337	-3,186,821	-3,225,523	-3,265,478	-3,306,733
Interest & Investment Revenue	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000
Other Operating Revenues	-340,560	-349,410	-346,611	-356,205	-365,589	-375,271	-385,264	-395,575	-406,216	-417,195	-428,526
Grants & Cont's provided for Operating Purposes	-3,628,999	-3,713,251	-3,799,971	-3,889,233	-3,983,194	-4,079,974	-4,179,659	-4,282,335	-4,388,092	-4,497,023	-4,609,224
Grants & Cont's provided for Capital Purposes	-1,488,816	-1,138,816	-738,816	-747,996	-757,451	-767,190	-777,221	-787,553	-798,195	-809,156	-820,446
Other Income:											
Net gain from the disposal of assets	-2,933	-20,154	-11,113	-60,389	-74,349	-38,887	-49,309	-21,877	-19,494	-46,255	-55,615
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0	0	0	0	0	0
Total Income from continuing operations	-11,835,071	-11,923,044	-11,474,280	-11,753,380	-12,024,334	-12,253,672	-12,536,946	-12,790,656	-13,077,964	-13,403,219	-13,720,154
Expenses from continuing operations											
Employee Benefits & On-Costs	4,040,915	4,111,105	4,181,540	4,254,230	4,329,245	4,406,661	4,486,556	4,569,008	4,654,097	4,741,903	4,832,523
Borrowing Costs	342,549	341,447	339,784	337,520	335,299	332,642	329,004	324,099	318,652	312,226	304,747
Materials & Contracts	4,196,464	4,283,158	4,386,170	4,498,924	4,643,353	4,740,856	4,868,817	5,004,497	5,174,520	5,289,027	5,438,155
Depreciation & Amortisation	1,896,177	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500
Impairment	0	0	0	0	0	0	0	0	0	0	0
Other Operating Expenses	598,952	578,148	594,851	612,075	664,840	648,161	667,056	686,544	741,641	727,370	748,747
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from continuing operations	11,075,057	11,210,358	11,398,845	11,599,249	11,869,237	12,024,820	12,247,933	12,480,648	12,785,410	12,967,026	13,220,672
Operating Result from continuing operations	760,014	712,686	75,435	154,131	155,097	228,852	289,013	310,008	292,554	436,193	499,482
Share Attributable to Minority Interests	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-728,802	-426,130	-663,381	-593,865	-602,354	-538,338	-488,208	-477,545	-505,641	-372,963	-320,964

JUNEE SHIRE COUNCIL												
Cash Flow Statement												
	Operational Plan	Delivery Program										
	Original Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	
GENERAL FUND												
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts												
Rates & Annual Charges	3,321,821	3,616,534	3,460,948	3,549,762	3,659,890	3,773,322	3,890,156	4,010,495	4,134,444	4,262,112	4,393,610	
User Charges & Fees	2,945,942	2,978,879	3,010,821	3,043,795	3,077,861	3,113,028	3,149,337	3,186,821	3,225,523	3,265,478	3,306,733	
Interest Received	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	
Grants & Contributions	5,117,815	4,852,067	4,538,787	4,637,229	4,740,645	4,847,164	4,956,880	5,069,888	5,186,287	5,306,179	5,429,670	
Other Operating Receipts	340,560	349,410	346,611	356,205	365,589	375,271	385,264	395,575	406,216	417,195	428,526	
Payments												
Employee Costs	-3,840,915	-3,911,105	-3,981,540	-4,054,230	-4,129,245	-4,206,661	-4,286,556	-4,369,008	-4,454,097	-4,541,903	-4,632,523	
Materials & Contracts	-4,346,464	-4,431,558	-4,532,918	-4,643,967	-4,790,330	-4,889,829	-5,019,850	-5,157,656	-5,329,873	-5,446,644	-5,598,109	
Interest Paid	-333,002	-335,012	-355,290	-361,885	-371,365	-353,685	-329,004	-324,099	-318,652	-312,226	-304,747	
Other Operating Payments	-598,952	-578,148	-594,851	-612,075	-664,840	-648,161	-667,056	-686,544	-741,641	-727,370	-748,747	
Net Cash Provided by (used in) Operating Activities	2,712,805	2,647,067	1,998,568	2,020,834	1,994,205	2,116,449	2,185,171	2,231,472	2,214,207	2,328,821	2,380,413	
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds from sale of Investments	0	0	0	0	0	0	0	0	0	0	0	
Proceeds from sale of Assets	1,068,600	357,000	323,000	378,000	340,000	325,000	340,000	325,000	340,000	325,000	340,000	
Proceeds from sale of Real Estate	292,982	353,236	416,872	416,872	416,872	416,872	416,872	480,508	353,236	480,508	480,508	
Proceeds from sale of Shares in Companies	0	0	0	0	0	0	0	0	0	0	0	
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0	0	
Contributions to joint ventures by minority interests	0	0	0	0	0	0	0	0	0	0	0	
Distribution received from associated entities	0	0	0	0	0	0	0	0	0	0	0	
Other Proceeds	0	0	0	0	0	0	0	0	0	0	0	
Payments												
Purchase of Investments	0	0	0	0	0	0	0	0	0	0	0	
Purchase of Assets	-3,714,572	-2,872,142	-2,680,734	-2,978,711	-3,120,269	-3,121,458	-3,219,330	-3,218,937	-3,246,335	-3,316,581	-3,420,733	
Purchase of Real Estate	-182,581	-180,681	-701,631	-185,770	-170,270	-154,770	-139,270	-136,570	-592,270	-141,270	-123,670	
Purchase of Shares in Companies	0	0	0	0	0	0	0	0	0	0	0	
Loans to Deferred Debtors	0	0	0	0	0	0	0	0	0	0	0	
Distributions from joint ventures to minority interests	0	0	0	0	0	0	0	0	0	0	0	
Capital contributed to associated entities	0	0	0	0	0	0	0	0	0	0	0	
Net Cash provided by (used in) Investing Activities	-2,535,571	-2,342,587	-2,642,493	-2,369,609	-2,533,667	-2,534,356	-2,601,728	-2,549,999	-3,145,369	-2,652,343	-2,723,895	
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings & Advances	0	0	510,000	0	0	0	0	0	480,000	0	0	
Other Proceeds	0	0	0	0	0	0	0	0	0	0	0	
Payments												
Repayments of Borrowings & Advances	-162,326	-282,494	-339,974	-212,867	-214,136	-265,192	-278,332	-292,543	-277,899	-354,477	-372,361	
Repayment of Finance Lease Liabilities	0	0	0	0	0	0	0	0	0	0	0	
Net Cash provided by (used in) Financing Activities	-162,326	-282,494	170,026	-212,867	-214,136	-265,192	-278,332	-292,543	202,101	-354,477	-372,361	
Net Increase (Decrease) in Cash Held	14,908	21,986	-473,899	-561,642	-753,598	-683,099	-694,889	-611,070	-729,061	-677,999	-715,843	
Adj due to Accounting Standard Changes												
Cash Assets at Beginning of Reporting Period	1,210,722	1,225,630	1,247,616	773,717	212,075	-541,523	-1,224,622	-1,919,511	-2,530,581	-3,259,642	-3,937,641	
Cash Assets at End of Reporting Period	1,225,630	1,247,616	773,717	212,075	-541,523	-1,224,622	-1,919,511	-2,530,581	-3,259,642	-3,937,641	-4,653,484	

JUNEE SHIRE COUNCIL											
Balance Sheet											
	Projected Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
GENERAL FUND											
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,225,630	1,247,616	773,717	212,075	-541,523	-1,224,622	-1,919,511	-2,530,581	-3,259,642	-3,937,641	-4,653,484
Investments	0	0	0	0	0	0	0	0	0	0	0
Receivables	868,606	862,171	877,677	902,042	938,108	959,151	959,151	959,151	959,151	959,151	959,151
Inventories - Land Development	286,648	314,740	408,063	331,983	344,827	357,485	369,867	438,131	336,046	413,753	427,197
Inventories - Other	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000
Other	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,825,884	2,869,527	2,504,457	1,891,100	1,186,412	537,014	-145,493	-688,299	-1,519,445	-2,119,737	-2,822,136
Non-Current Assets											
Investments	0	0	0	0	0	0	0	0	0	0	0
Receivables	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Inventories - Land Development	1,797,954	1,635,803	1,836,048	1,765,915	1,578,514	1,363,141	1,120,162	750,337	1,108,646	758,456	441,485
Inventories - Other	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	110,392,929	110,941,629	111,351,915	111,976,669	112,809,719	113,638,150	114,574,317	115,504,413	116,471,905	117,504,103	118,650,594
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	112,380,883	112,767,432	113,377,963	113,932,584	114,578,233	115,191,291	115,884,479	116,444,750	117,770,551	118,452,559	119,282,079
TOTAL ASSETS	115,206,767	115,636,959	115,882,420	115,823,684	115,764,645	115,728,305	115,738,986	115,756,451	116,251,106	116,332,822	116,459,943
LIABILITIES											
Current Liabilities											
Payables	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000
Borrowings	162,326	282,494	339,974	212,867	214,136	265,192	278,332	292,543	236,570	351,490	369,157
Provisions	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	2,348,326	2,468,494	2,525,974	2,398,867	2,400,136	2,451,192	2,464,332	2,478,543	2,422,570	2,537,490	2,555,157
Non-Current Liabilities											
Payables	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	7,025,463	6,622,801	6,735,347	6,649,587	6,434,182	6,117,934	5,826,462	5,519,708	5,777,782	5,349,714	5,004,002
Provisions	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	7,077,463	6,674,801	6,787,347	6,701,587	6,486,182	6,169,934	5,878,462	5,571,708	5,829,782	5,401,714	5,056,002
TOTAL LIABILITIES	9,425,789	9,143,295	9,313,321	9,100,454	8,886,318	8,621,126	8,342,794	8,050,251	8,252,352	7,939,204	7,611,159
Net Assets	105,780,978	106,493,664	106,569,099	106,723,230	106,878,327	107,107,179	107,396,192	107,706,200	107,998,754	108,393,618	108,848,784

Junee Shire Council											
Restricted Asset Balances	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Sewer Services	1,358,262	1,361,775	1,501,799	1,680,839	1,771,383	1,749,547	1,950,829	2,155,749	1,347,551	1,122,386	1,114,571
DWM	88,735	123,840	140,851	109,072	106,548	103,214	69,001	53,836	47,642	40,340	31,845
Unspent Grants	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Crown Reserves Reserves	17,974	20,921	24,009	27,557	31,268	35,149	39,207	43,450	47,886	52,523	57,369
Developer Contributions	0	0	0	0	0	0	0	0	0	0	0
Total External Restrictions	1,814,971	1,856,536	2,016,659	2,167,468	2,259,199	2,237,910	2,409,037	2,603,035	1,793,079	1,565,249	1,553,785
FDC Reserve	-11,682	1,730	7,186	16,553	20,773	24,827	28,692	26,347	29,769	32,933	35,815
ELE Reserve	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Asset Management Reserve	312,700	0	0	0	0	0	0	0	0	0	0
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
CTP - Community Transport Program	80,515	65,955	58,722	44,820	38,251	29,017	23,120	14,562	9,344	1,469	-3,063
RFS Plant & Equipment Replacement	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667
FAG Grant	0										
GAP Project	0	0	0	0	0	0	0	0	0	0	0
GAP SDU Project	0	0	0	0	0	0	0	0	0	0	0
Property Development	0	0	0	0	0	0	0	0	0	0	0
Total Internal Restrictions	702,048	388,200	386,423	381,888	379,539	374,359	372,327	361,424	359,628	354,917	353,267
Total Restricted Assets	2,517,019	2,244,736	2,403,082	2,549,356	2,638,738	2,612,269	2,781,364	2,964,459	2,152,707	1,920,166	1,907,052
Cash as per Cash Flow Statement	2,583,892	2,609,391	2,275,516	1,892,914	1,229,860	524,925	31,318	-374,832	-1,912,091	-2,815,255	-3,538,913
Shortfall (+ve = Surplus)	66,873	364,655	-127,566	-656,442	-1,408,878	-2,087,344	-2,750,046	-3,339,291	-4,064,798	-4,735,421	-5,445,965

Department	ORIGINAL BUDGET SUMMARY 2012/13		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	820,753	-718,171
Corporate & Community Services	-6,749,353	3,467,220	3,282,133
Development & Environmental Services	-1,747,926	2,233,140	-485,214
Engineering Services	-3,852,564	6,661,593	-2,809,029
OPERATING RESULT-Before Capital Amounts	-12,452,425	13,182,706	-730,281
Capital Grants & Contributions	-1,488,816		-1,488,816
OPERATING RESULT	-13,941,241	13,182,706	758,535
ADD Expenses not involving flows of Funds			
Depreciation			2,176,177
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			1,072,001
Cost of Real Estate Assets Sold			286,648
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			83,538
Plant Profit utilised			50,000
			1,492,187
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,925,572
Development of Real Estate			182,581
Advance to Deferred Debtors			0
Repayment of Loans			162,326
Repayment of Other Debts			0
Transfer to Restricted Assets			125,538
			4,396,017
Budget Surplus / (Deficit)			30,882

Department	BUDGET SUMMARY 2013/2014		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	796,220	-693,638
Corporate & Community Services	-7,116,834	3,516,428	3,600,406
Development & Environmental Services	-983,747	1,492,551	-508,804
Engineering Services	-4,028,668	6,859,249	-2,830,581
OPERATING RESULT-Before Capital Amounts	-12,231,831	12,664,448	-432,617
Capital Grants & Contributions	-1,138,816		-1,138,816
OPERATING RESULT	-13,370,647	12,664,448	706,199
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			375,342
Cost of Real Estate Assets Sold			314,740
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			14,560
Plant Profit utilised			51,600
			756,242
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,142,142
Development of Real Estate			180,681
Advance to Deferred Debtors			0
Repayment of Loans			282,494
Repayment of Other Debts			0
Transfer to Restricted Assets			54,977
			3,660,294
Budget Surplus / (Deficit)			-21,353

Department	BUDGET SUMMARY 2014/2015		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	802,699	-700,117
Corporate & Community Services	-7,079,105	3,592,304	3,486,801
Development & Environmental Services	-981,674	1,529,106	-547,432
Engineering Services	-4,060,383	6,982,992	-2,922,609
OPERATING RESULT-Before Capital Amounts	-12,223,744	12,907,101	-683,357
Capital Grants & Contributions	-738,816		-738,816
OPERATING RESULT	-12,962,560	12,907,101	55,459
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			320,696
Cost of Real Estate Assets Sold			408,063
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			510,000
Transfer from Restricted Assets			7,233
Plant Profit utilised			53,252
			1,299,244
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,800,734
Development of Real Estate			701,631
Advance to Deferred Debtors			0
Repayment of Loans			339,974
Repayment of Other Debts			0
Transfer to Restricted Assets			165,579
			4,007,918
Budget Surplus / (Deficit)			-476,715

Department	BUDGET SUMMARY 2015/2016		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	819,709	-717,127
Corporate & Community Services	-7,250,669	3,669,743	3,580,926
Development & Environmental Services	-992,028	1,570,297	-578,269
Engineering Services	-4,159,109	7,069,464	-2,910,355
OPERATING RESULT-Before Capital Amounts	-12,504,388	13,129,213	-624,825
Capital Grants & Contributions	-747,996		-747,996
OPERATING RESULT	-13,252,384	13,129,213	123,171
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			402,500
Cost of Real Estate Assets Sold			331,983
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			45,681
Plant Profit utilised			54,957
			835,121
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,048,711
Development of Real Estate			185,770
Advance to Deferred Debtors			0
Repayment of Loans			212,867
Repayment of Other Debts			0
Transfer to Restricted Assets			191,955
			3,639,303
Budget Surplus / (Deficit)			-504,511

Department	BUDGET SUMMARY 2016/2017		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	902,270	-799,688
Corporate & Community Services	-7,467,478	3,735,016	3,732,462
Development & Environmental Services	-1,021,361	1,612,561	-591,200
Engineering Services	-4,125,506	7,113,890	-2,988,384
OPERATING RESULT-Before Capital Amounts	-12,716,927	13,363,737	-646,810
Capital Grants & Contributions	-757,451		-757,451
OPERATING RESULT	-13,474,378	13,363,737	110,641
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			344,827
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			9,093
Plant Profit utilised			53,023
			744,639
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,265,269
Development of Real Estate			170,270
Advance to Deferred Debtors			0
Repayment of Loans			214,136
Repayment of Other Debts			0
Transfer to Restricted Assets			98,475
			3,748,150
Budget Surplus / (Deficit)			-716,370

Department	BUDGET SUMMARY 2017/2018		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	855,399	-752,817
Corporate & Community Services	-7,656,223	3,827,490	3,828,733
Development & Environmental Services	-1,051,586	1,655,956	-604,370
Engineering Services	-4,176,240	7,217,960	-3,041,720
OPERATING RESULT-Before Capital Amounts	-12,986,631	13,556,805	-570,174
Capital Grants & Contributions	-767,190		-767,190
OPERATING RESULT	-13,753,821	13,556,805	197,016
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			357,485
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			34,404
Plant Profit utilised			51,027
			788,416
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,391,458
Development of Real Estate			154,770
Advance to Deferred Debtors			0
Repayment of Loans			265,192
Repayment of Other Debts			0
Transfer to Restricted Assets			7,935
			3,819,355
Budget Surplus / (Deficit)			-657,423

Department	BUDGET SUMMARY 2018/2019		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	874,115	-771,533
Corporate & Community Services	-7,881,084	3,902,757	3,978,327
Development & Environmental Services	-1,082,736	1,700,512	-617,776
Engineering Services	-4,228,736	7,324,680	-3,095,944
OPERATING RESULT-Before Capital Amounts	-13,295,138	13,802,064	-506,926
Capital Grants & Contributions	-777,221		-777,221
OPERATING RESULT	-14,072,359	13,802,064	270,295
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			369,867
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			40,110
Plant Profit utilised			48,967
			796,640
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,279,330
Development of Real Estate			139,270
Advance to Deferred Debtors			0
Repayment of Loans			278,332
Repayment of Other Debts			0
Transfer to Restricted Assets			209,205
			3,906,137
Budget Surplus / (Deficit)			-662,702

Department	BUDGET SUMMARY 2019/2020		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	893,437	-790,855
Corporate & Community Services	-8,082,242	3,998,989	4,083,253
Development & Environmental Services	-1,114,836	1,746,249	-631,413
Engineering Services	-4,346,692	7,490,302	-3,143,610
OPERATING RESULT-Before Capital Amounts	-13,646,352	14,128,977	-482,625
Capital Grants & Contributions	-787,553		-787,553
OPERATING RESULT	-14,433,905	14,128,977	304,928
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			438,131
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			26,068
Plant Profit utilised			46,841
			856,540
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,288,937
Development of Real Estate			136,570
Advance to Deferred Debtors			0
Repayment of Loans			292,543
Repayment of Other Debts			0
Transfer to Restricted Assets			209,163
			3,927,213
Budget Surplus / (Deficit)			-589,245

Department	BUDGET SUMMARY 2020/2021		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	978,379	-875,797
Corporate & Community Services	-8,319,890	4,082,296	4,237,594
Development & Environmental Services	-1,147,917	1,793,195	-645,278
Engineering Services	-4,253,633	7,488,691	-3,235,058
OPERATING RESULT-Before Capital Amounts	-13,824,022	14,342,561	-518,539
Capital Grants & Contributions	-798,195		-798,195
OPERATING RESULT	-14,622,217	14,342,561	279,656
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			336,046
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			3,180,000
Transfer from Restricted Assets			819,610
Plant Profit utilised			44,647
			4,717,999
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			7,021,635
Development of Real Estate			592,270
Advance to Deferred Debtors			0
Repayment of Loans			277,899
Repayment of Other Debts			0
Transfer to Restricted Assets			7,858
			7,899,662
Budget Surplus / (Deficit)			-725,507

Department	BUDGET SUMMARY 2021/2022		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	933,969	-831,387
Corporate & Community Services	-8,534,218	4,183,576	4,350,642
Development & Environmental Services	-1,182,010	1,841,364	-659,354
Engineering Services	-4,431,079	7,857,779	-3,426,700
OPERATING RESULT-Before Capital Amounts	-14,249,889	14,816,688	-566,799
Capital Grants & Contributions	-809,156		-809,156
OPERATING RESULT	-15,059,045	14,816,688	242,357
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			413,753
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			240,342
Plant Profit utilised			42,383
			1,041,978
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,586,581
Development of Real Estate			141,270
Advance to Deferred Debtors			0
Repayment of Loans			395,806
Repayment of Other Debts			0
Transfer to Restricted Assets			7,801
			4,131,458
Budget Surplus / (Deficit)			-670,623

Department	BUDGET SUMMARY 2022/2023		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	955,223	-852,641
Corporate & Community Services	-8,785,432	4,271,662	4,513,770
Development & Environmental Services	-1,217,147	1,890,786	-673,639
Engineering Services	-4,483,290	7,975,243	-3,491,953
OPERATING RESULT-Before Capital Amounts	-14,588,451	15,092,914	-504,463
Capital Grants & Contributions	-820,446		-820,446
OPERATING RESULT	-15,408,897	15,092,914	315,983
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			427,197
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			20,842
Plant Profit utilised			40,046
			825,781
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,480,733
Development of Real Estate			123,670
Advance to Deferred Debtors			0
Repayment of Loans			416,677
Repayment of Other Debts			0
Transfer to Restricted Assets			7,728
			4,028,808
Budget Surplus / (Deficit)			-710,544

Long Term Financial Plan

For the Financial Years 2012-2013 to 2022-2023

Scenario 3 The Preferred Scenario

**- SRV in 2013-14, 2014-15, 2015-16
& 2016-17 scenario**

JUNEE SHIRE COUNCIL											
Income Statement											
	Operational Plan	Delivery Program									
	Original Budget 2012/13	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23
GENERAL FUND											
Income from continuing operations											
Revenue:											
Rates & Annual Charges	-3,321,821	-3,616,534	-3,732,456	-4,036,412	-4,370,366	-4,505,112	-4,643,900	-4,786,851	-4,934,091	-5,085,749	-5,241,956
User Charges & Fees	-2,945,942	-2,978,879	-3,010,821	-3,043,795	-3,077,861	-3,113,028	-3,149,337	-3,186,821	-3,225,523	-3,265,478	-3,306,733
Interest & Investment Revenue	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000	-106,000
Other Operating Revenues	-340,560	-349,410	-346,611	-356,205	-365,589	-375,271	-385,264	-395,575	-406,216	-417,195	-428,526
Grants & Cont's provided for Operating Purposes	-3,628,999	-3,713,251	-3,799,971	-3,889,233	-3,983,194	-4,079,974	-4,179,659	-4,282,335	-4,388,092	-4,497,023	-4,609,224
Grants & Cont's provided for Capital Purposes	-1,488,816	-1,138,816	-738,816	-747,996	-757,451	-767,190	-777,221	-787,553	-798,195	-809,156	-820,446
Other Income:											
Net gain from the disposal of assets	-2,933	-20,154	-11,113	-60,389	-74,349	-38,887	-49,309	-21,877	-19,494	-46,255	-55,615
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0	0	0	0	0	0
Total Income from continuing operations	-11,835,071	-11,923,044	-11,745,788	-12,240,030	-12,734,810	-12,985,462	-13,290,690	-13,567,012	-13,877,611	-14,226,856	-14,568,500
Expenses from continuing operations											
Employee Benefits & On-Costs	4,040,915	4,111,105	4,181,540	4,254,230	4,329,245	4,406,661	4,486,556	4,569,008	4,654,097	4,741,903	4,832,523
Borrowing Costs	342,549	341,447	339,784	337,520	335,299	332,642	329,004	324,099	318,652	312,226	304,747
Materials & Contracts	4,196,464	4,283,158	4,386,170	4,498,924	4,643,353	4,740,856	4,868,817	5,004,497	5,174,520	5,289,027	5,438,155
Depreciation & Amortisation	1,896,177	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500	1,896,500
Impairment	0	0	0	0	0	0	0	0	0	0	0
Other Operating Expenses	598,952	578,148	594,851	612,075	664,840	648,161	667,056	686,544	741,641	727,370	748,747
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from continuing operations	11,075,057	11,210,358	11,398,845	11,599,249	11,869,237	12,024,820	12,247,933	12,480,648	12,785,410	12,967,026	13,220,672
Operating Result from continuing operations	760,014	712,686	346,943	640,781	865,573	960,642	1,042,757	1,086,364	1,092,201	1,259,830	1,347,828
Share Attributable to Minority Interests	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-728,802	-426,130	-391,873	-107,215	108,122	193,452	265,536	298,811	294,006	450,674	527,382

JUNEE SHIRE COUNCIL											
Cash Flow Statement											
	Operational Plan	Delivery Program									
	Original Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
GENERAL FUND											
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Rates & Annual Charges	3,321,821	3,616,534	3,732,456	4,036,412	4,370,366	4,505,112	4,643,900	4,786,851	4,934,091	5,085,749	5,241,956
User Charges & Fees	2,945,942	2,978,879	3,010,821	3,043,795	3,077,861	3,113,028	3,149,337	3,186,821	3,225,523	3,265,478	3,306,733
Interest Received	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000	106,000
Grants & Contributions	5,117,815	4,852,067	4,538,787	4,637,229	4,740,645	4,847,164	4,956,880	5,069,888	5,186,287	5,306,179	5,429,670
Other Operating Receipts	340,560	349,410	346,611	356,205	365,589	375,271	385,264	395,575	406,216	417,195	428,526
Payments											
Employee Costs	-3,840,915	-3,911,105	-3,981,540	-4,054,230	-4,129,245	-4,206,661	-4,286,556	-4,369,008	-4,454,097	-4,541,903	-4,632,523
Materials & Contracts	-4,346,464	-4,431,558	-4,532,918	-4,643,967	-4,790,330	-4,889,829	-5,019,850	-5,157,656	-5,329,873	-5,446,644	-5,598,109
Interest Paid	-333,002	-335,012	-355,290	-361,885	-371,365	-353,685	-329,004	-324,099	-318,652	-312,226	-304,747
Other Operating Payments	-598,952	-578,148	-594,851	-612,075	-664,840	-648,161	-667,056	-686,544	-741,641	-727,370	-748,747
Net Cash Provided by (used in) Operating Activities	2,712,805	2,647,067	2,270,076	2,507,484	2,704,681	2,848,239	2,938,915	3,007,828	3,013,854	3,152,458	3,228,759
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Investments	0	0	0	0	0	0	0	0	0	0	0
Proceeds from sale of Assets	1,068,600	357,000	323,000	378,000	340,000	325,000	340,000	325,000	340,000	325,000	340,000
Proceeds from sale of Real Estate	292,982	353,236	416,872	416,872	416,872	416,872	416,872	480,508	353,236	480,508	480,508
Proceeds from sale of Shares in Companies	0	0	0	0	0	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0	0	0	0	0	0
Payments											
Purchase of Investments	0	0	0	0	0	0	0	0	0	0	0
Purchase of Assets	-3,714,572	-2,872,142	-2,680,734	-2,978,711	-3,120,269	-3,121,458	-3,219,330	-3,218,937	-3,246,335	-3,316,581	-3,420,733
Purchase of Real Estate	-182,581	-180,681	-701,631	-185,770	-170,270	-154,770	-139,270	-136,570	-592,270	-141,270	-123,670
Purchase of Shares in Companies	0	0	0	0	0	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,535,571	-2,342,587	-2,642,493	-2,369,609	-2,533,667	-2,534,356	-2,601,728	-2,549,999	-3,145,369	-2,652,343	-2,723,895
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings & Advances	0	0	510,000	0	0	0	0	0	480,000	0	0
Other Proceeds	0	0	0	0	0	0	0	0	0	0	0
Payments											
Repayments of Borrowings & Advances	-162,326	-282,494	-339,974	-212,867	-214,136	-265,192	-278,332	-292,543	-277,899	-354,477	-372,361
Repayment of Finance Lease Liabilities	0	0	0	0	0	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-162,326	-282,494	170,026	-212,867	-214,136	-265,192	-278,332	-292,543	202,101	-354,477	-372,361
Net Increase (Decrease) in Cash Held	14,908	21,986	-202,391	-74,992	-43,122	48,691	58,855	165,286	70,586	145,638	132,503
Adj due to Accounting Standard Changes											
Cash Assets at Beginning of Reporting Period	1,210,722	1,225,630	1,247,616	1,045,225	970,233	927,111	975,802	1,034,657	1,199,943	1,270,529	1,416,167
Cash Assets at End of Reporting Period	1,225,630	1,247,616	1,045,225	970,233	927,111	975,802	1,034,657	1,199,943	1,270,529	1,416,167	1,548,670

Junee Shire Council
Long Term Financial Plan
Key Performance Indicators

Summary of Key Financial Indicators		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Balance Ratio												
Scenario 1		-7.05%	-5.77%	-8.10%	-7.34%	-7.31%	-6.63%	-6.10%	-5.93%	-6.08%	-4.92%	-4.45%
Scenario 2		-7.05%	-3.96%	-6.19%	-5.43%	-5.38%	-4.70%	-4.17%	-3.99%	-4.12%	-2.97%	-2.50%
Scenario 3		-7.05%	-3.96%	-3.56%	-0.94%	0.91%	1.59%	2.13%	2.34%	2.25%	3.37%	3.85%
Unrestricted Current Ratio												
Scenario 1		1.01	0.89	0.64	0.35	-0.03	-0.38	-0.73	-1.03	-1.49	-1.75	-2.10
Scenario 2		1.01	1.01	0.85	0.60	0.30	0.02	-0.26	-0.48	-0.84	-1.09	-1.39
Scenario 3		1.01	0.96	0.90	0.90	0.90	0.92	0.95	1.05	1.06	1.10	1.15
Rates & Annual Charges Ratio												
Scenario 1		32.12%	32.44%	31.05%	31.20%	31.47%	31.73%	31.98%	32.23%	32.47%	32.72%	32.95%
Scenario 2		32.12%	33.60%	32.27%	32.43%	32.70%	32.96%	33.22%	33.47%	33.72%	33.97%	34.21%
Scenario 3		32.12%	33.60%	33.94%	35.31%	36.72%	36.99%	37.26%	37.52%	37.78%	38.03%	38.28%
Debt Service Ratio												
Scenario 1		4.79%	5.84%	6.60%	5.35%	5.33%	5.51%	5.28%	5.24%	4.96%	5.41%	5.37%
Scenario 2		4.79%	5.74%	6.48%	5.25%	5.23%	5.41%	5.19%	5.15%	4.87%	5.31%	5.27%
Scenario 3		4.79%	5.74%	6.32%	5.03%	4.92%	5.08%	4.87%	4.83%	4.57%	4.99%	4.95%
Broad Liabilities Ratio												
Scenario 1		128.96%	121.48%	119.66%	109.34%	99.01%	88.43%	77.96%	67.61%	61.61%	51.47%	41.46%
Scenario 2		128.96%	122.02%	118.59%	110.36%	102.05%	93.86%	85.79%	77.85%	70.04%	62.36%	54.81%
Scenario 3		128.96%	122.02%	115.66%	105.67%	95.96%	88.22%	80.60%	73.12%	65.75%	58.52%	51.41%
Asset Renewal Ratio												
Scenario 1		162.33%	147.01%	136.34%	151.31%	159.83%	159.10%	165.05%	164.72%	166.48%	170.18%	175.67%
Scenario 2		162.33%	147.01%	136.34%	151.31%	159.83%	159.10%	165.05%	164.72%	166.48%	170.18%	175.67%
Scenario 3		162.33%	147.01%	136.34%	151.31%	159.83%	159.10%	165.05%	164.72%	166.48%	170.18%	175.67%

JUNEE SHIRE COUNCIL											
Balance Sheet											
	Projected Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
GENERAL FUND											
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,225,630	1,247,616	1,045,225	970,233	927,111	975,802	1,034,657	1,199,943	1,270,529	1,416,167	1,548,670
Investments	0	0	0	0	0	0	0	0	0	0	0
Receivables	868,606	862,171	877,677	902,042	938,108	959,151	959,151	959,151	959,151	959,151	959,151
Inventories - Land Development	286,648	314,740	408,063	331,983	344,827	357,485	369,867	438,131	336,046	413,753	427,197
Inventories - Other	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000
Other	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,825,884	2,869,527	2,775,965	2,649,258	2,655,046	2,737,438	2,808,675	3,042,225	3,010,726	3,234,071	3,380,018
Non-Current Assets											
Investments	0	0	0	0	0	0	0	0	0	0	0
Receivables	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Inventories - Land Development	1,797,954	1,635,803	1,836,048	1,765,915	1,578,514	1,363,141	1,120,162	750,337	1,108,646	758,456	441,485
Inventories - Other	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	110,392,929	110,941,629	111,351,915	111,976,669	112,809,719	113,638,150	114,574,317	115,504,413	116,471,905	117,504,103	118,650,594
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	112,380,883	112,767,432	113,377,963	113,932,584	114,578,233	115,191,291	115,884,479	116,444,750	117,770,551	118,452,559	119,282,079
TOTAL ASSETS	115,206,767	115,636,959	116,153,928	116,581,842	117,233,279	117,928,729	118,693,154	119,486,975	120,781,277	121,686,630	122,662,097
LIABILITIES											
Current Liabilities											
Payables	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000	722,000
Borrowings	162,326	282,494	339,974	212,867	214,136	265,192	278,332	292,543	236,570	351,490	369,157
Provisions	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000	1,464,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	2,348,326	2,468,494	2,525,974	2,398,867	2,400,136	2,451,192	2,464,332	2,478,543	2,422,570	2,537,490	2,555,157
Non-Current Liabilities											
Payables	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	7,025,463	6,622,801	6,735,347	6,649,587	6,434,182	6,117,934	5,826,462	5,519,708	5,777,782	5,349,714	5,004,002
Provisions	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	7,077,463	6,674,801	6,787,347	6,701,587	6,486,182	6,169,934	5,878,462	5,571,708	5,829,782	5,401,714	5,056,002
TOTAL LIABILITIES	9,425,789	9,143,295	9,313,321	9,100,454	8,886,318	8,621,126	8,342,794	8,050,251	8,252,352	7,939,204	7,611,159
Net Assets	105,780,978	106,493,664	106,840,607	107,481,388	108,346,961	109,307,603	110,350,360	111,436,724	112,528,925	113,747,426	115,050,938

Junee Shire Council											
Restricted Asset Balances	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Sewer Services	1,358,262	1,361,775	1,501,799	1,680,839	1,771,383	1,749,547	1,950,829	2,155,749	1,347,551	1,122,386	1,114,571
DWM	88,735	123,840	140,851	109,072	106,548	103,214	69,001	53,836	47,642	40,340	31,845
Unspent Grants	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Crown Reserves Reserves	17,974	20,921	24,009	27,557	31,268	35,149	39,207	43,450	47,886	52,523	57,369
Developer Contributions	0	0	0	0	0	0	0	0	0	0	0
Total External Restrictions	1,814,971	1,856,536	2,016,659	2,167,468	2,259,199	2,237,910	2,409,037	2,603,035	1,793,079	1,565,249	1,553,785
FDC Reserve	-11,682	1,730	7,186	16,553	20,773	24,827	28,692	26,347	29,769	32,933	35,815
ELE Reserve	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Asset Management Reserve	312,700	0	0	0	0	0	0	0	0	0	0
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
CTP - Community Transport Program	80,515	65,955	58,722	44,820	38,251	29,017	23,120	14,562	9,344	1,469	-3,063
RFS Plant & Equipment Replacement	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667	13,667
FAG Grant	0										
GAP Project	0	0	0	0	0	0	0	0	0	0	0
GAP SDU Project	0	0	0	0	0	0	0	0	0	0	0
Property Development	0	0	0	0	0	0	0	0	0	0	0
Total Internal Restrictions	702,048	388,200	386,423	381,888	379,539	374,359	372,327	361,424	359,628	354,917	353,267
Total Restricted Assets	2,517,019	2,244,736	2,403,082	2,549,356	2,638,738	2,612,269	2,781,364	2,964,459	2,152,707	1,920,166	1,907,052
Cash as per Cash Flow Statement	2,583,892	2,609,391	2,547,024	2,651,072	2,698,494	2,725,349	2,985,486	3,355,692	2,618,080	2,538,553	2,663,241
Shortfall (+ve = Surplus)	66,873	364,655	143,942	101,716	59,756	113,080	204,122	391,233	465,373	618,387	756,189

Department	ORIGINAL BUDGET SUMMARY 2012/13		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	820,753	-718,171
Corporate & Community Services	-6,749,353	3,467,220	3,282,133
Development & Environmental Services	-1,747,926	2,233,140	-485,214
Engineering Services	-3,852,564	6,661,593	-2,809,029
OPERATING RESULT-Before Capital Amounts	-12,452,425	13,182,706	-730,281
Capital Grants & Contributions	-1,488,816		-1,488,816
OPERATING RESULT	-13,941,241	13,182,706	758,535
ADD Expenses not involving flows of Funds			
Depreciation			2,176,177
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			1,072,001
Cost of Real Estate Assets Sold			286,648
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			83,538
Plant Profit utilised			50,000
			1,492,187
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,925,572
Development of Real Estate			182,581
Advance to Deferred Debtors			0
Repayment of Loans			162,326
Repayment of Other Debts			0
Transfer to Restricted Assets			125,538
			4,396,017
Budget Surplus / (Deficit)			30,882

Department	BUDGET SUMMARY 2013/2014		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	796,220	-693,638
Corporate & Community Services	-7,116,834	3,516,428	3,600,406
Development & Environmental Services	-983,747	1,492,551	-508,804
Engineering Services	-4,028,668	6,859,249	-2,830,581
OPERATING RESULT-Before Capital Amounts	-12,231,831	12,664,448	-432,617
Capital Grants & Contributions	-1,138,816		-1,138,816
OPERATING RESULT	-13,370,647	12,664,448	706,199
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			375,342
Cost of Real Estate Assets Sold			314,740
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			14,560
Plant Profit utilised			51,600
			756,242
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,142,142
Development of Real Estate			180,681
Advance to Deferred Debtors			0
Repayment of Loans			282,494
Repayment of Other Debts			0
Transfer to Restricted Assets			54,977
			3,660,294
Budget Surplus / (Deficit)			-21,353

Department	BUDGET SUMMARY 2014/2015		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	802,699	-700,117
Corporate & Community Services	-7,350,613	3,592,304	3,758,309
Development & Environmental Services	-981,674	1,529,106	-547,432
Engineering Services	-4,060,383	6,982,992	-2,922,609
OPERATING RESULT-Before Capital Amounts	-12,495,252	12,907,101	-411,849
Capital Grants & Contributions	-738,816		-738,816
OPERATING RESULT	-13,234,068	12,907,101	326,967
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			320,696
Cost of Real Estate Assets Sold			408,063
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			510,000
Transfer from Restricted Assets			7,233
Plant Profit utilised			53,252
			1,299,244
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,800,734
Development of Real Estate			701,631
Advance to Deferred Debtors			0
Repayment of Loans			339,974
Repayment of Other Debts			0
Transfer to Restricted Assets			165,579
			4,007,918
Budget Surplus / (Deficit)			-205,207

Department	BUDGET SUMMARY 2015/2016		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	819,709	-717,127
Corporate & Community Services	-7,737,319	3,669,743	4,067,576
Development & Environmental Services	-992,028	1,570,297	-578,269
Engineering Services	-4,159,109	7,069,464	-2,910,355
OPERATING RESULT-Before Capital Amounts	-12,991,038	13,129,213	-138,175
Capital Grants & Contributions	-747,996		-747,996
OPERATING RESULT	-13,739,034	13,129,213	609,821
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			402,500
Cost of Real Estate Assets Sold			331,983
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			45,681
Plant Profit utilised			54,957
			835,121
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,048,711
Development of Real Estate			185,770
Advance to Deferred Debtors			0
Repayment of Loans			212,867
Repayment of Other Debts			0
Transfer to Restricted Assets			191,955
			3,639,303
Budget Surplus / (Deficit)			-17,861

Department	BUDGET SUMMARY 2016/2017		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	902,270	-799,688
Corporate & Community Services	-8,177,954	3,735,016	4,442,938
Development & Environmental Services	-1,021,361	1,612,561	-591,200
Engineering Services	-4,125,506	7,113,890	-2,988,384
OPERATING RESULT-Before Capital Amounts	-13,427,403	13,363,737	63,666
Capital Grants & Contributions	-757,451		-757,451
OPERATING RESULT	-14,184,854	13,363,737	821,117
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			344,827
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			9,093
Plant Profit utilised			53,023
			744,639
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,265,269
Development of Real Estate			170,270
Advance to Deferred Debtors			0
Repayment of Loans			214,136
Repayment of Other Debts			0
Transfer to Restricted Assets			98,475
			3,748,150
Budget Surplus / (Deficit)			-5,894

Department	BUDGET SUMMARY 2017/2018		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	855,399	-752,817
Corporate & Community Services	-8,388,013	3,827,490	4,560,523
Development & Environmental Services	-1,051,586	1,655,956	-604,370
Engineering Services	-4,176,240	7,217,960	-3,041,720
OPERATING RESULT-Before Capital Amounts	-13,718,421	13,556,805	161,616
Capital Grants & Contributions	-767,190		-767,190
OPERATING RESULT	-14,485,611	13,556,805	928,806
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			357,485
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			34,404
Plant Profit utilised			51,027
			788,416
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,391,458
Development of Real Estate			154,770
Advance to Deferred Debtors			0
Repayment of Loans			265,192
Repayment of Other Debts			0
Transfer to Restricted Assets			7,935
			3,819,355
Budget Surplus / (Deficit)			74,367

Department	BUDGET SUMMARY 2018/2019		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	874,115	-771,533
Corporate & Community Services	-8,634,828	3,902,757	4,732,071
Development & Environmental Services	-1,082,736	1,700,512	-617,776
Engineering Services	-4,228,736	7,324,680	-3,095,944
OPERATING RESULT-Before Capital Amounts	-14,048,882	13,802,064	246,818
Capital Grants & Contributions	-777,221		-777,221
OPERATING RESULT	-14,826,103	13,802,064	1,024,039
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			369,867
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			40,110
Plant Profit utilised			48,967
			796,640
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,279,330
Development of Real Estate			139,270
Advance to Deferred Debtors			0
Repayment of Loans			278,332
Repayment of Other Debts			0
Transfer to Restricted Assets			209,205
			3,906,137
Budget Surplus / (Deficit)			91,042

Department	BUDGET SUMMARY 2019/2020		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	893,437	-790,855
Corporate & Community Services	-8,858,598	3,998,989	4,859,609
Development & Environmental Services	-1,114,836	1,746,249	-631,413
Engineering Services	-4,346,692	7,490,302	-3,143,610
OPERATING RESULT-Before Capital Amounts	-14,422,708	14,128,977	293,731
Capital Grants & Contributions	-787,553		-787,553
OPERATING RESULT	-15,210,261	14,128,977	1,081,284
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			438,131
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			26,068
Plant Profit utilised			46,841
			856,540
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,288,937
Development of Real Estate			136,570
Advance to Deferred Debtors			0
Repayment of Loans			292,543
Repayment of Other Debts			0
Transfer to Restricted Assets			209,163
			3,927,213
Budget Surplus / (Deficit)			187,111

Department	BUDGET SUMMARY 2020/2021		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	978,379	-875,797
Corporate & Community Services	-9,119,537	4,082,296	5,037,241
Development & Environmental Services	-1,147,917	1,793,195	-645,278
Engineering Services	-4,253,633	7,488,691	-3,235,058
OPERATING RESULT-Before Capital Amounts	-14,623,669	14,342,561	281,108
Capital Grants & Contributions	-798,195		-798,195
OPERATING RESULT	-15,421,864	14,342,561	1,079,303
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			336,046
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			3,180,000
Transfer from Restricted Assets			819,610
Plant Profit utilised			44,647
			4,717,999
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			7,021,635
Development of Real Estate			592,270
Advance to Deferred Debtors			0
Repayment of Loans			277,899
Repayment of Other Debts			0
Transfer to Restricted Assets			7,858
			7,899,662
Budget Surplus / (Deficit)			74,140

Department	BUDGET SUMMARY 2021/2022		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	933,969	-831,387
Corporate & Community Services	-9,357,855	4,183,576	5,174,279
Development & Environmental Services	-1,182,010	1,841,364	-659,354
Engineering Services	-4,431,079	7,857,779	-3,426,700
OPERATING RESULT-Before Capital Amounts	-15,073,526	14,816,688	256,838
Capital Grants & Contributions	-809,156		-809,156
OPERATING RESULT	-15,882,682	14,816,688	1,065,994
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			413,753
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			240,342
Plant Profit utilised			42,383
			1,041,978
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,586,581
Development of Real Estate			141,270
Advance to Deferred Debtors			0
Repayment of Loans			395,806
Repayment of Other Debts			0
Transfer to Restricted Assets			7,801
			4,131,458
Budget Surplus / (Deficit)			153,014

Department	BUDGET SUMMARY 2022/2023		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
General Manager	-102,582	955,223	-852,641
Corporate & Community Services	-9,633,778	4,271,662	5,362,116
Development & Environmental Services	-1,217,147	1,890,786	-673,639
Engineering Services	-4,483,290	7,975,243	-3,491,953
OPERATING RESULT-Before Capital Amounts	-15,436,797	15,092,914	343,883
Capital Grants & Contributions	-820,446		-820,446
OPERATING RESULT	-16,257,243	15,092,914	1,164,329
ADD Expenses not involving flows of Funds			
Depreciation			2,176,500
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			427,197
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			20,842
Plant Profit utilised			40,046
			825,781
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,480,733
Development of Real Estate			123,670
Advance to Deferred Debtors			0
Repayment of Loans			416,677
Repayment of Other Debts			0
Transfer to Restricted Assets			7,728
			4,028,808
Budget Surplus / (Deficit)			137,802

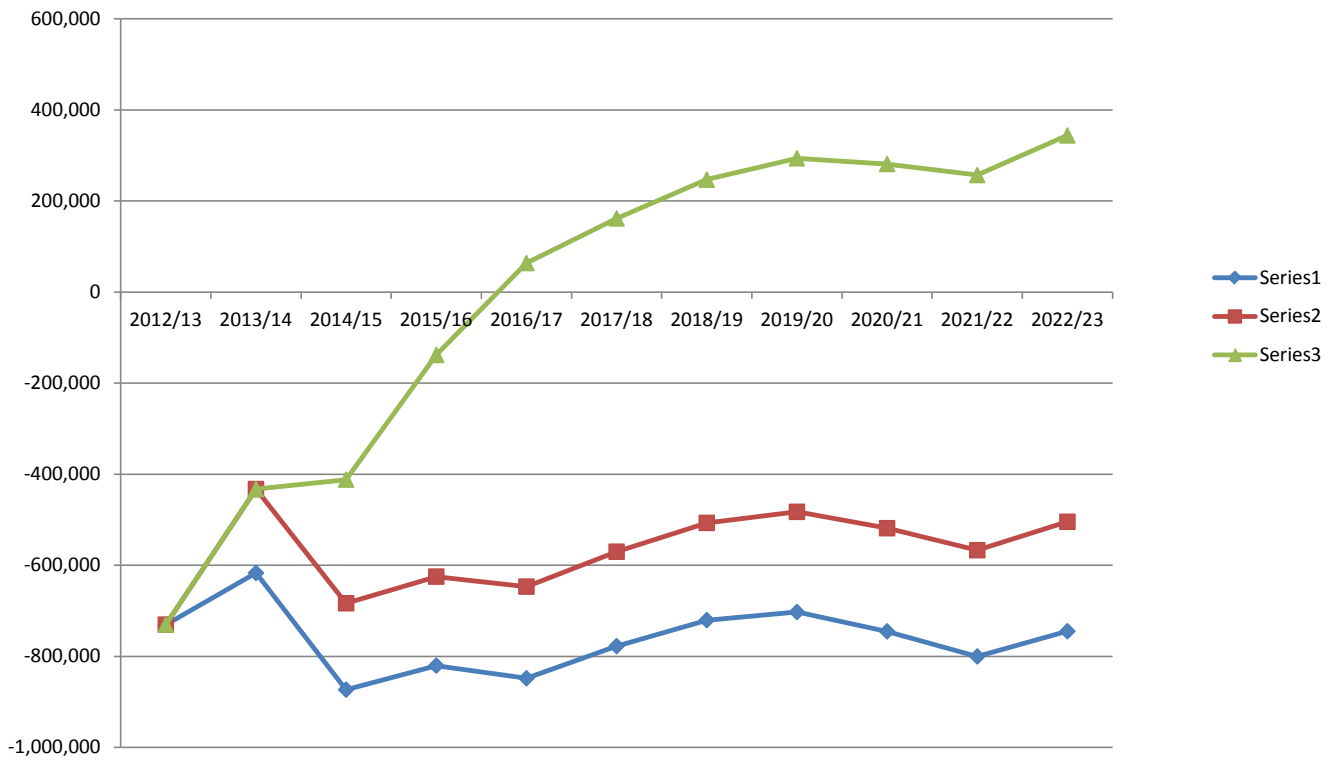
Long Term Financial Plan

For the Financial Years 2012-2013 to 2022-2023

Graphs for:

- **Operating Result before Capital Amounts – CONSOLIDATED**
- **Operating Result before Capital Amounts – GENERAL FUND**
- **Total Cash Levels – CONSOLIDATED**
- **Total Cash Levels – GENERAL FUND**
- **Surplus Cash – after Internal & External Restrictions Funded**

Operating Result before Capital Amounts CONSOLIDATED



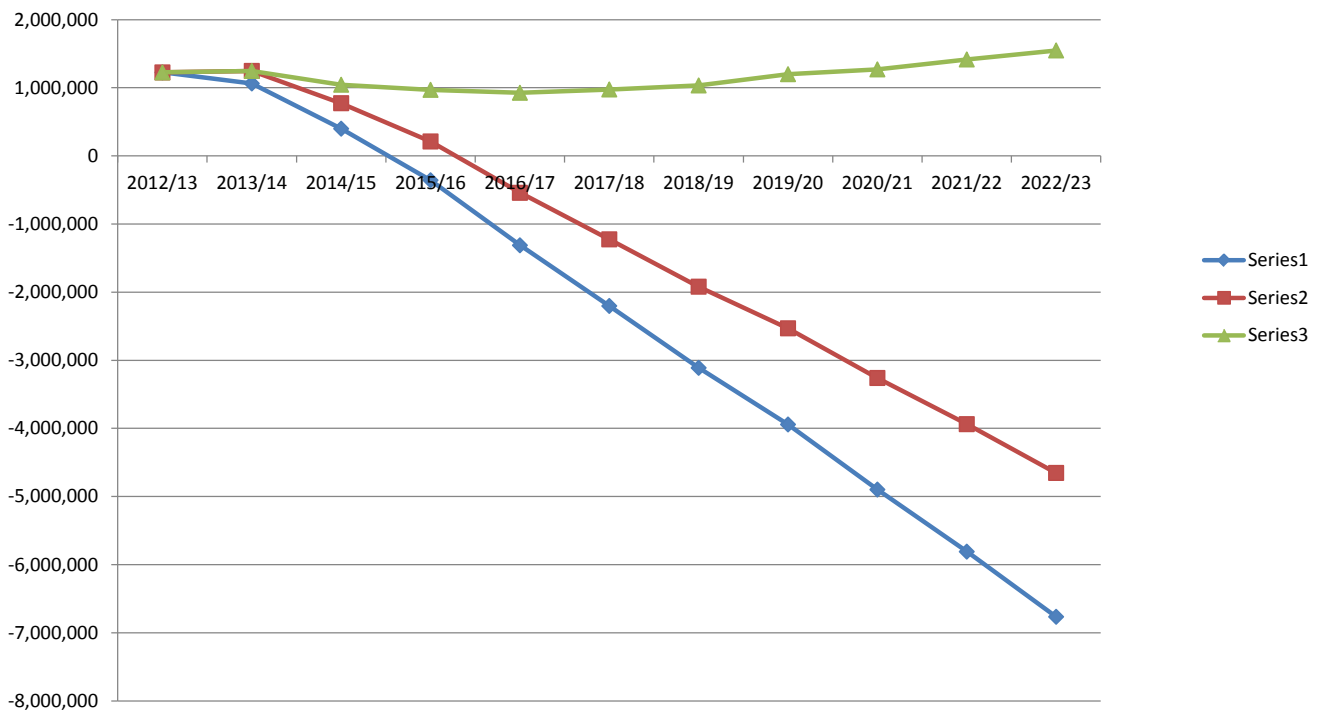
Operating Result before Capital Amounts GENERAL FUND



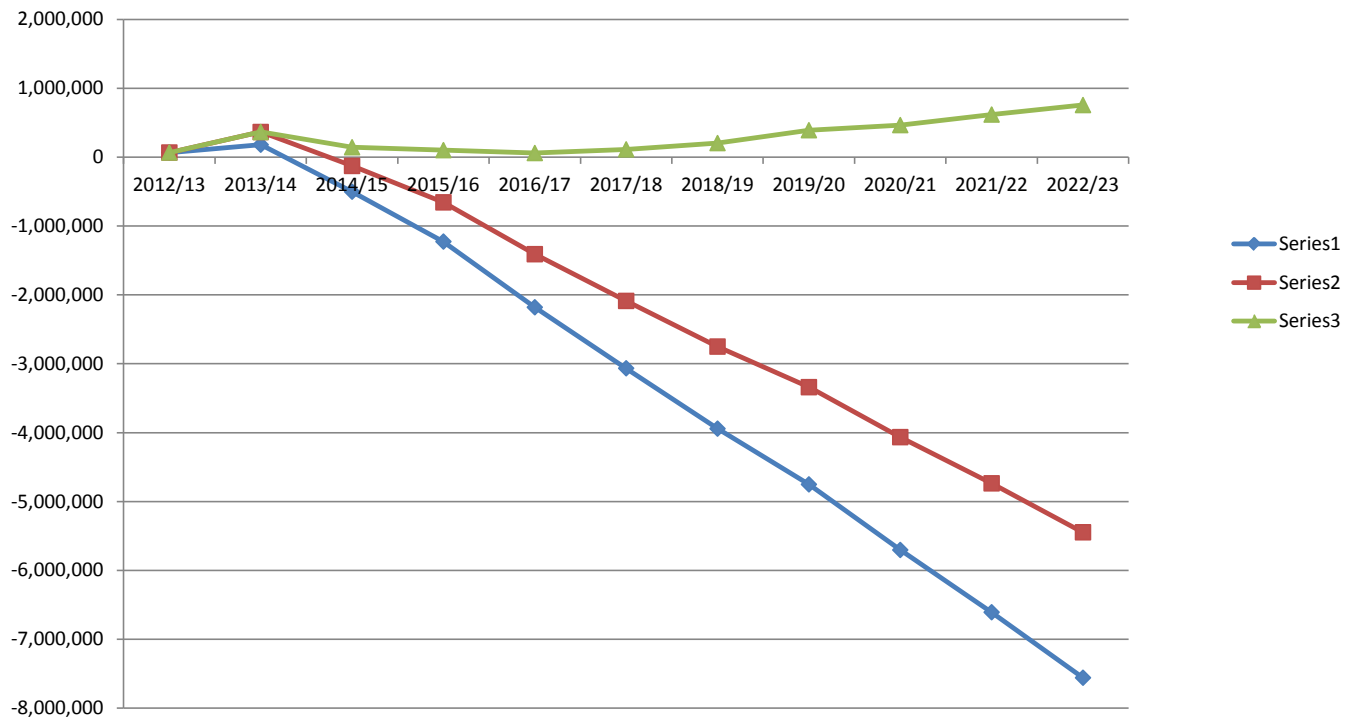
Total Cash Levels CONSOLIDATED



Total Cash Levels GENERAL FUND



Surplus Cash Levels - after Internal & External Restrictions Funded GENERAL FUND



Long Term Financial Plan

For the Financial Years 2012-2013 to 2022-2023

Key Performance Indicators

Junee Shire Council
Long Term Financial Plan
Key Performance Indicators

Summary of Key Financial Indicators		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Balance Ratio												
Scenario 1		-7.05%	-5.77%	-8.10%	-7.34%	-7.31%	-6.63%	-6.10%	-5.93%	-6.08%	-4.92%	-4.45%
Scenario 2		-7.05%	-3.96%	-6.19%	-5.43%	-5.38%	-4.70%	-4.17%	-3.99%	-4.12%	-2.97%	-2.50%
Scenario 3		-7.05%	-3.96%	-3.56%	-0.94%	0.91%	1.59%	2.13%	2.34%	2.25%	3.37%	3.85%
Unrestricted Current Ratio												
Scenario 1		1.01	0.89	0.64	0.35	-0.03	-0.38	-0.73	-1.03	-1.49	-1.75	-2.10
Scenario 2		1.01	1.01	0.85	0.60	0.30	0.02	-0.26	-0.48	-0.84	-1.09	-1.39
Scenario 3		1.01	0.96	0.90	0.90	0.90	0.92	0.95	1.05	1.06	1.10	1.15
Rates & Annual Charges Ratio												
Scenario 1		32.12%	32.44%	31.05%	31.20%	31.47%	31.73%	31.98%	32.23%	32.47%	32.72%	32.95%
Scenario 2		32.12%	33.60%	32.27%	32.43%	32.70%	32.96%	33.22%	33.47%	33.72%	33.97%	34.21%
Scenario 3		32.12%	33.60%	33.94%	35.31%	36.72%	36.99%	37.26%	37.52%	37.78%	38.03%	38.28%
Debt Service Ratio												
Scenario 1		4.79%	5.84%	6.60%	5.35%	5.33%	5.51%	5.28%	5.24%	4.96%	5.41%	5.37%
Scenario 2		4.79%	5.74%	6.48%	5.25%	5.23%	5.41%	5.19%	5.15%	4.87%	5.31%	5.27%
Scenario 3		4.79%	5.74%	6.32%	5.03%	4.92%	5.08%	4.87%	4.83%	4.57%	4.99%	4.95%
Broad Liabilities Ratio												
Scenario 1		128.96%	121.48%	119.66%	109.34%	99.01%	88.43%	77.96%	67.61%	61.61%	51.47%	41.46%
Scenario 2		128.96%	122.02%	118.59%	110.36%	102.05%	93.86%	85.79%	77.85%	70.04%	62.36%	54.81%
Scenario 3		128.96%	122.02%	115.66%	105.67%	95.96%	88.22%	80.60%	73.12%	65.75%	58.52%	51.41%
Asset Renewal Ratio												
Scenario 1		162.33%	147.01%	136.34%	151.31%	159.83%	159.10%	165.05%	164.72%	166.48%	170.18%	175.67%
Scenario 2		162.33%	147.01%	136.34%	151.31%	159.83%	159.10%	165.05%	164.72%	166.48%	170.18%	175.67%
Scenario 3		162.33%	147.01%	136.34%	151.31%	159.83%	159.10%	165.05%	164.72%	166.48%	170.18%	175.67%