Revenue Forecasts

Rating Revenue and a SRV

As per Special Rates Variation scenario above.

Water and Sewer Annual Charges

As per Special Rates Variation scenario above.

Please review the "Scenario 5 - Local Infrastructure Renewal Scheme (LIRS) Loan and Reduced Capital Expenditure" Scenario Income Statement and Balance Sheet attached as Annexure G.

Please note in particular:

Income Statement

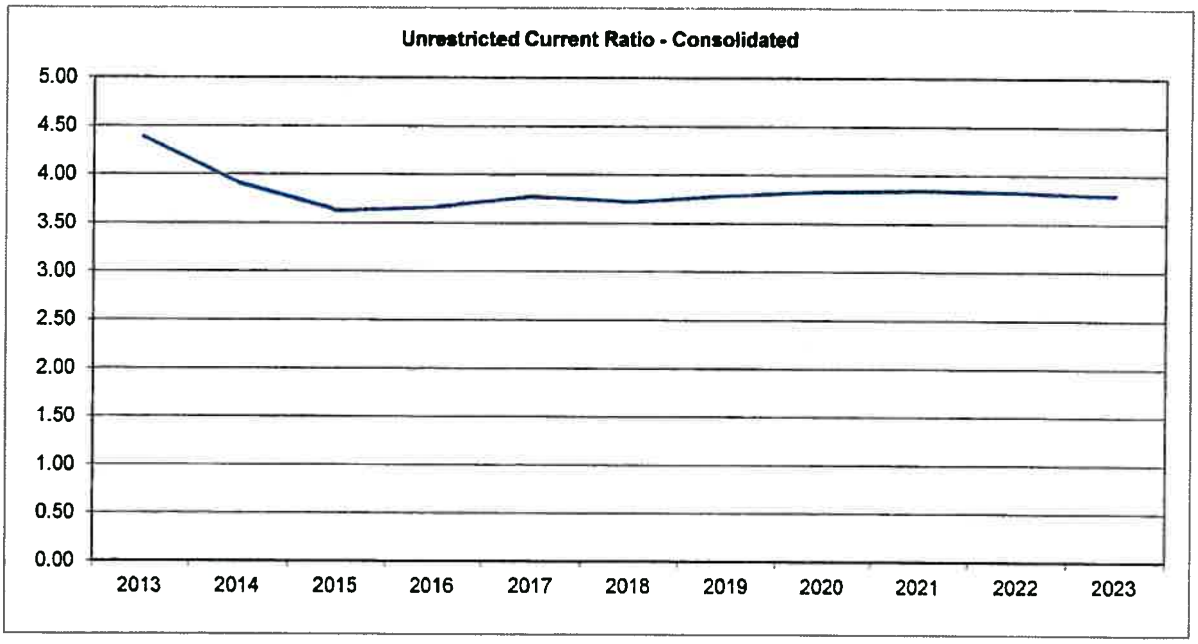
1) Identical to Scenario 3, apart from Balance Sheet and Asset Renewal.
2) Reasonable operating position – Council is likely to achieve an operating surplus within three (3) years. However, the surplus would be less than the Special Rates Variation Scenario. The Income statement (consolidated) identifies an operating surplus from year three (3) onwards, increasing over the life of the plan. This is comprised of a water fund surplus of around \$200,000, a sewer fund surplus increasing to around \$200,000, the quarry fund (Glen Innes Aggregates) at around \$150,000, and the general fund breaking even in the 2018/19/ or 2019/20 financial year. Therefore the operating position is very similar to that of the Special Rates Variation Scenario, apart from the additional 2% interest payable.
3) The break even general fund indicates that Council will achieve a more balanced position. This should be compared with the imbalance between the profitable water, sewer, and quarry funds and the unprofitable general fund the Base Case Scenario.
4) The risk of 'losing' the water and sewer fund to a County Council would result in a deteriorated position. However, the result of this loss would now not be as significant as in the Base Case Scenario, because the General Fund itself is also balanced.
5) The overall position suggests that Council is funding its depreciation, but is still not providing sufficient funding to address the infrastructure backlog (or the deferred infrastructure renewals).

Balance Sheet

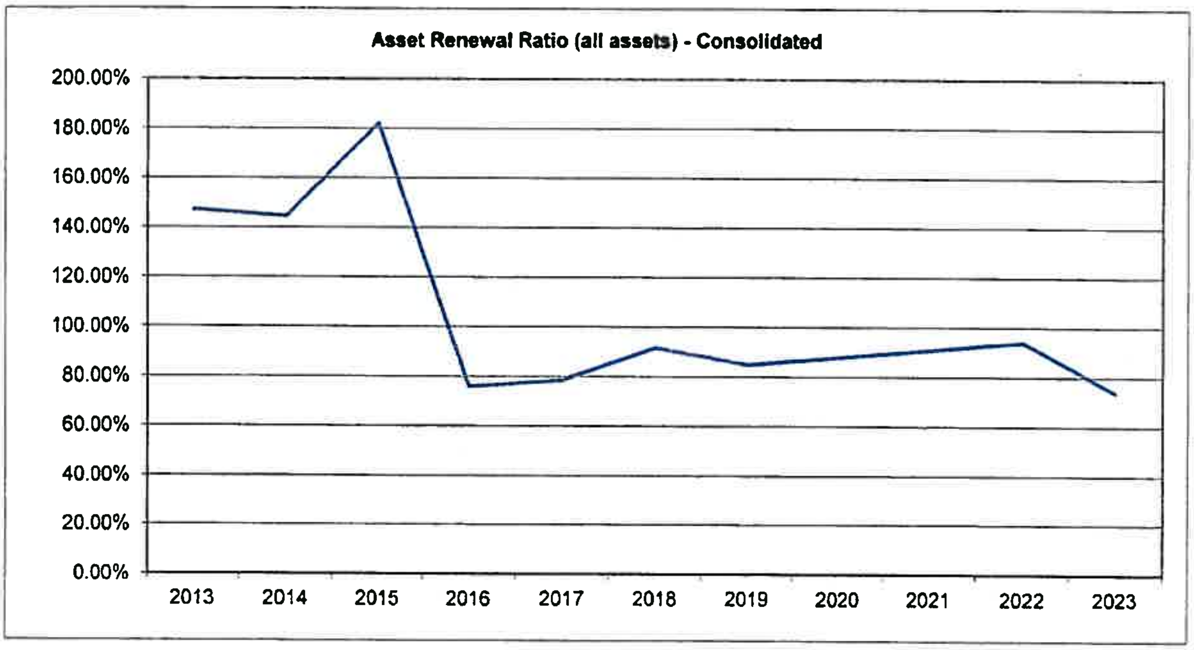
1) Improving cash position – the consolidated balance sheet shows an improvement in Cash and Cash Equivalents from \$13.687 million this financial year to \$16.272 million in the 2022/23 financial year. This has come at the cost on asset expenditure, reducing on average per annum by \$442,000 when compared with Scenario 2, 3 and 4.

Key Ratios and Graphs

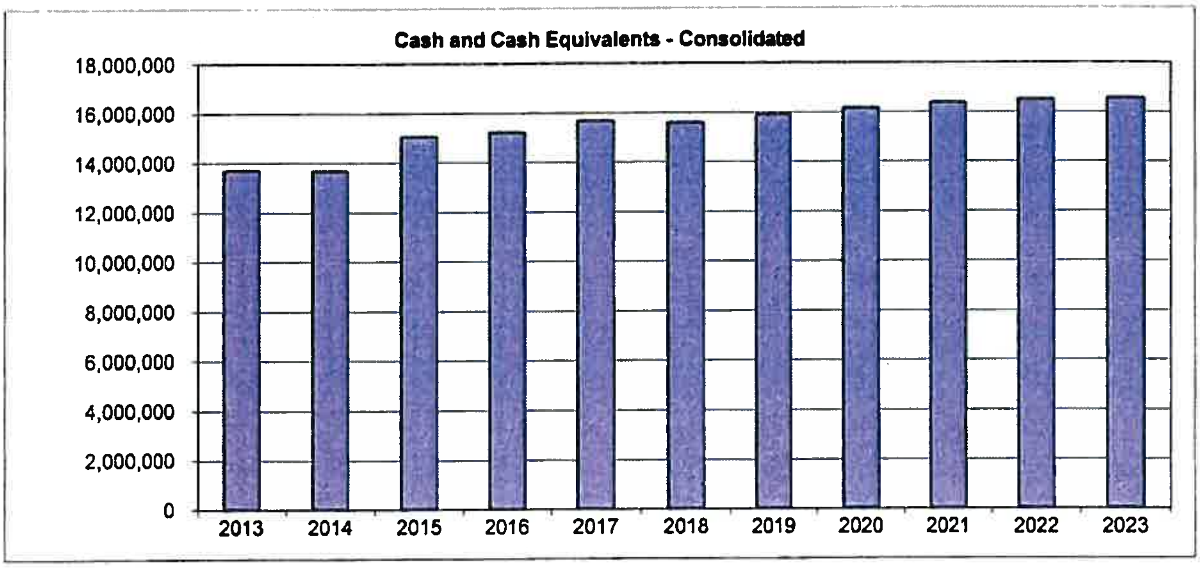
1) The cash position is relatively stable (when taking into account increases in CPI); this is illustrated by the Unrestricted Current Ratio. This trend is satisfactory, particularly considering the TCORP requirement of 1.5 and Council's own benchmark of 2:1.



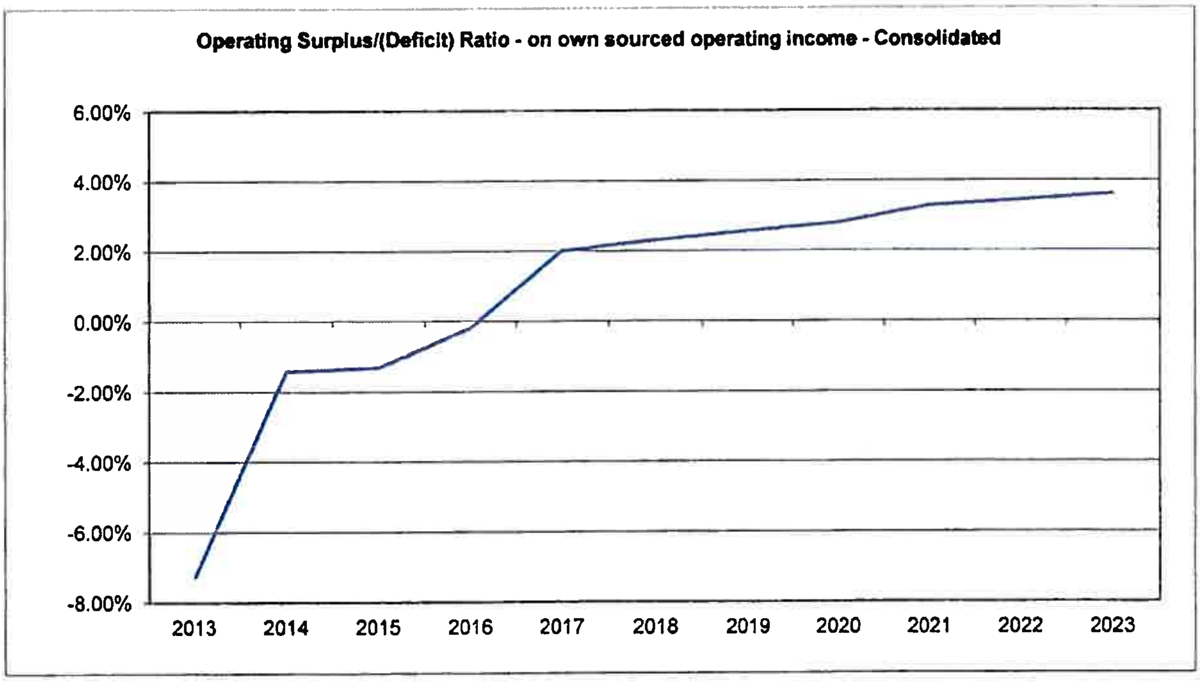
2) Due to the increased capital works programme, the Asset Renewal Ratio is sitting at a reasonably healthy position (between 80% and 90% for future years). Due to loan funded works, the renewals in the first few years are well above the required TCORP ratio of 100%. The ratio then deteriorates due to a reduction in capital expenditure because of additional loan repayments and bringing forward $4 million in capital expenditure.



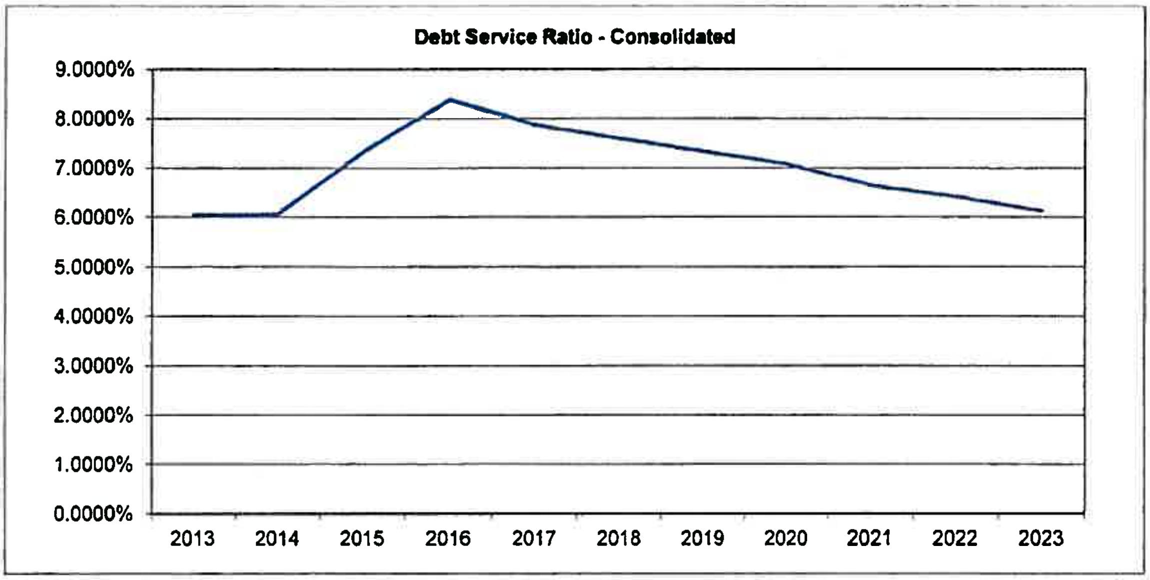
3) The Cash and Cash Equivalents – Consolidated Graph indicates a satisfactory overall cash position.



4) The Operating Surplus/Deficit Ratio Graph indicates that the operating position improves quickly in the years that are affected by the SRV and that an operating break even position is achieved in three (3) years.



5) The Debt Service Ratio indicates that the debt position should be satisfactory, and that Council would not overstretch itself by taking on this additional debt. A ratio below 10% is recommended but, in saying that, debt should never be taken on lightly.



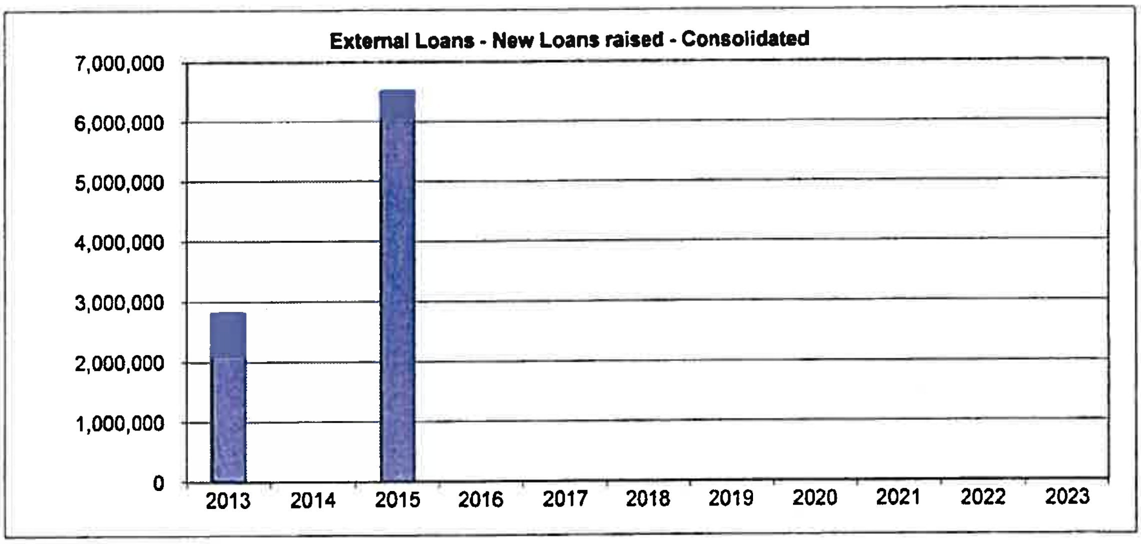
Loans and Major Projects[22]

This is identical to Scenario 3 and 4. As indicated in the Base Case Scenario, the swimming pool projection has been increased from $1million to $1.5million. The renovations are to be paid from $1.5million in loan funding identified in the 2014/15 financial year. A further $1million (for which Council has received LIRS funding) will also be drawn in the 2014/15 financial year for the acceleration of various critical road projects.[23] The only difference between the Special Rates Variation and this Scenario is the additional $4million in loan funding for road projects in the 2014/15 financial year.

No further loans have been incorporated into the equation as had been done in the original plan, which had a further $1million in road projects every second year.

[22] The $2.8million identified in 2013 was in respect of the two LIRS projects (the CBD infrastructure upgrade at $1.8million and the Accelerated Road Programme at $1million).

[23] Council adopted a resolution approving the execution of an Agreement for the $1million Accelerated Roads LIRS programme (Resolution 25.09/13).



Conclusion

This scenario indicates a stable cash position, a satisfactory operating position, and a balance between the general fund and the remaining funds, combined with an acceptable asset renewal ratio. This scenario will address a number of critical infrastructure projects which are of present concern.

This scenario is an improvement on earlier scenarios, in that it addresses all of the key concerns raised. It would be ideal to meet the required renewal ratio; however, this should be balanced with the additional benefit of bringing forward urgent works.

This scenario is suggested as a reasonable option.

047

"TCORP" Scenario Comparison;

Council's current position, based on the TCORP ratios identified in both the TCORP report (2010 and 2011) and the audited financial statements for 2012 and 2013 financial years, is as follows:

TCORP RATIOS		Year ended 30 June			
	Benchmark	Council			
		2013	2012	2011	2010
Financial Ratios					
Operating Ratio	> (4.0%)	(4.53%)	(0.27%)	(12.1%)	(5.4%)
Interest Cover Ratio	> 4.00x	5.58x	7.46x	8.42x	7.02x
Debt Service Cover Ratio	> 2.00x	3.34x	4.78x	5.13x	4.44x
Unrestricted Current Ratio	> 1.50x	4.78x	3.46x	2.40x	2.83x
Own Source Operating Revenue Ratio	> 60.0%	44.68%	39.65%	31.5%	32.2%
Cash Expense Ratio	> 3.0 months	8.64 months	6.98 months	6.8 months	7.0 months
Infrastructure Ratios					
Infrastructure Backlog Ratio	< 0.02x	0.12x	0.14x	0.17x	0.15x
Asset Maintenance Ratio	> 1.00x	0.74x	0.63x	0.62x	0.63x
Building and Infrastructure Renewals Ratio	> 1.00x	0.89x	0.55x	0.57x	0.07x
Capital Expenditure Ratio	> 1.10x	0.87x	1.37x	1.10x	0.51x

The TCORP ratios indicate the need to address the infrastructure side of Council's financial balance. The other two (2) ratios of concern are the Operating and Own Source Operating Revenue Ratio. With Scenario 2, 3, 4 and 5, these would be addressed to a large extent. The 2012 and 2011 financial years indicate an acceptable Capital Expenditure Ratio, due to above average asset purchases. This is not affordable in the longer term without additional revenue sources.

It should also be noted that the majority of financial ratios, as well as the infrastructure ratios, are improving, but there is a limit to the ability of Council to re-allocate funds.

ESTIMATED	TCORP Benchmark	Year ended 30 June 2023 Scenario				
		1	2	3	4	5
Operating Ratio	> (4.0%)					
Interest Cover Ratio	> 4.00x					
Debt Service Cover Ratio	> 2.00x					
Unrestricted Current Ratio	> 1.50x					
Own Source Operating Revenue Ratio	> 60.0%					
Cash Expense Ratio	> 3.0 months					
Infrastructure Backlog Ratio	< 0.02x					
Asset Maintenance Ratio	> 1.00x					
Building and Infrastructure Renewals Ratio	> 1.00x					
Capital Expenditure Ratio	> 1.10x					

	Good	Above TCORP Ratio
		Close to achieving Ratio or above ratio and deteriorating slowly
	Average	Reasonable but short of TCORP ratio.
		Improving but still of concern.
	Poor	Below TCORP ratio with no chance of achieving required ratio possibly deteriorating.

The ratios table on the left indicates whether the ratios are expected to be above or below the TCORP ratio at the end of the plan. The table indicates that scenario 2 and 5 are most appropriate when targeting an improvement in the ratios identified by TCORP to measure sustainability. These two (2) scenarios will put Council in a reasonable position to argue financial sustainability. Both of these scenarios include a Special Rates Variation as identified in Scenario 2. It should also be noted that these projections are estimates made for Council's position ten (10) years into the future, and therefore are an indication only. For this reason, projections of actual ratios have not been used.

It is difficult to translate these figures into what 'happens on the ground,' and for this reason they must be read in conjunction with the estimate of additional road works that can be completed based on this additional funding. The balance for a large number of ratepayers will be the effect, the additional amount payable in rates will have on the quality of their road.

The suggestion to apply for a Special Rate Variation is not an easy one. The work involved is significant, and the community backlash can also be hard to deal with. The suggestion is made on the basis that this is a good option for our Community; especially in the longer term it is the right decision to make to ensure that assets are maintained to a proper standard into the future guaranteeing a sustainable Council.

Why should Council consider a Special Rates Variation?

Local Government in NSW (and Australia for that matter) is in a difficult position

Local Government in Australia is in a difficult position, with the recent TCORP review suggesting that 50% of Councils in NSW expected deterioration in terms of sustainability in the short term. The recognition of the true cost of assets has led to a review of financial sustainability and a number of reports into the current situation – particularly in NSW. One of these reports released even suggested a merger between the Tenterfield Shire Council and the Glen Innes Severn Council.[24]

As indicated above, it is unlikely that additional grant revenue will materialise; therefore other revenue sources will be required. This will invariably mean that a rate rise will be required to meet the current cost of providing services. The industry as a whole has recognised this fact, which has led to an increase in requests for variations:

- For 2013/14 IPART received applications for special variations or minimum rate increases from 24 of the 152 councils across NSW. Of these, 23 were for special rate variations and 1 was for an increase in minimum rates. No applications were refused.[25]
- For 2012/13 IPART received 15 applications for special variations or minimum rate increases by the application dates. Of these, 13 were for special rate variations and 2 were for increases in minimum rates. No applications were refused.[26]
- For 2011/12, IPART received 23 applications for special variations or minimum rate increases by 25 March 2011 (the date applications were due). Twenty one were for special variations and 2 were for increases in minimum rates above the statutory limit. Four were declined, while the remainder were approved either in part or in full.[27]

It is suggested that, it is only a matter of time before all Councils are pushed into applying for a Special Rates Variation.

The relatively recent (21 March 2013) TCORP report in respect of the Glen Innes Severn Council noted that Council is 'effectively managed' and in large part its financial ratios are strong and improving.

[24] New Direction for Local Government: Independent Local Government Review Panel: *Future Directions for NSW Local Government: Twenty Essential Steps* Document (April 2013) presented to Council as item 9.1 in the May 2013 Ordinary meeting.
[25] IPART Fact Sheet – Summary of variations requested by councils and decisions by IPART – June 2013
[26] IPART Fact Sheet – Summary of variations requested by councils and decisions by IPART – June 2012
[27] IPART Fact Sheet – Summary of variations requested by councils and decisions by IPART – June 2011 – accessed at http://www.ipart.nsw.gov.au/Home/Industries/Local_Govt/Fact_Sheets_Information_Papers/Fact_Sheet_-_Summary_of_variations_requested_by_councils_and_decisions_by_IPART_-_June_2011 on 12/11/2013.

A quote from the TCORP report notes the following:

"The Council has been effectively managed over the review period based on the following observations:

- *Council's underlying cash result (measured using EBITDA) has been increasing over the three year period;*
- *Council's Unrestricted Current Ratio has been above benchmark each year indicating Council had sufficient liquidity;*
- *Council's Interest Cover Ratio and DSCR have been well above benchmark over the three year period."*[28]

However, in respect of the asset renewal ratio the report also notes:

- *"The Council's Infrastructure Backlog is on an upward trend;*
- *Council is not investing sufficient funds on asset renewals to keep the assets in their current condition and it is likely that the backlog will grow."*[29]

The recommendations made by TCORP included the following:

"However we would also recommend that the following points be considered:

- *Council's rates and annual charges and user fees and charges make up only 42.0% of their overall revenue. We recommend Council considers its options for improving its performance in this area, either by securing new or additional revenue;*
- *Council is reliant on Operating Grants as a key source of revenue. While this is not unusual for rural LGA's it is an area that requires monitoring;*
- *While Council has forecast increases in operating grants Council should continue to source additional revenue streams should this not eventuate"*[30]

At this point in time, based on the fact that the increase in operational grants (the Financial Assistance Grant and the Roads to Recovery Grant) are unlikely to increase, Council staff suggest following the advice of TCORP and that Council address the shortfall in Rates and Annual Charges through a Special Rate Variation.

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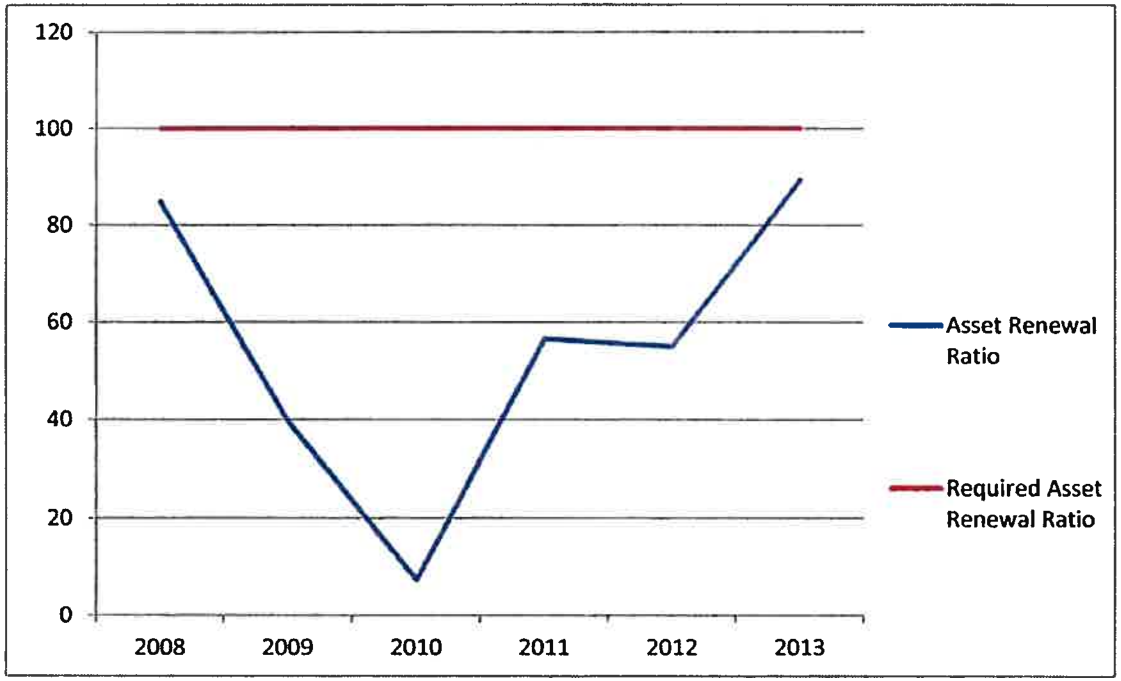
[28] Page 4, Treasury Corporation New South Wales, Glen Innes Severn Council – Financial Assessment Benchmarking Report, release 21 March 2013, available at http://www.dlg.nsw.gov.au/dlg/dlghome/documents/tcorp/Glen%20Innes%20Severn%20Financial%20Assessment%20Report.pdf

[29] As above, Page 4 and 5.

[30] As above, Page 31.

Asset Conditions, in particular road conditions, will continue to deteriorate with current funding levels

Current funding levels for the majority of assets are below what is required to properly maintain these assets. There is no way around this fact; Council can only spend what it has, and what it has is insufficient to properly maintain its assets. This is likely to result in reducing service levels (therefore reducing the standard of service), such as not cleaning as often, reducing the size of a bridge when replacement is due, or reducing the width of a road.



This graph indicates the actual asset renewal percentages for the Glen Innes Severn Council in recent years. The asset ratio is well below the required amount due to lack of funding. A required ratio of 100% is highlighted in red; this is the renewal ratio identified as necessary for proper asset renewal by TCORP.

These figures are sourced from the Audited Financial Statements for Glen Innes Severn Council from the 2008 to 2013 financial years. The 2012/2013 financial year shows an increase in this ratio, which is largely due to the additional loan funding for the CBD infrastructure upgrade and accelerated roads programme, which was partially expended in that financial year. Therefore, the amount is loan funded and should not be considered as a reoccurring improvement. The affordable level of renewals based on the Base Case Scenario indicates an expected continuing renewal ratio of around 60% to 70% in future years, which is comparable to the historic trend identified in this graph. When applying this actual renewal ratio to the total depreciation amount of $4.880 million, a 70% renewal ratio would suggest that Council is falling short of required asset renewals by $1.5 million (or 30%).

Therefore the amount Council is seeking in the identified SRV is less than the actual required amount. The reason for this is that it is recognised that Council should preference particular asset groups (such as roads) over office buildings. Therefore the idea here is to address assets are the main priority, both for the Community and for Council. It is expected that the increase in funding (through a rate variation) will result in the following increases in road works (these are the estimates for road works costed into the LTFP):

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Road Works - SRV	2,835,459	2,819,596	2,915,463	3,014,588	3,117,084	3,223,065	3,332,649	3,445,960	3,563,122	3,684,268
Road Works - No SRV	1,835,459	1,785,596	1,846,307	1,909,081	1,973,990	2,041,105	2,110,503	2,182,260	2,256,457	2,333,177

It should be noted that the difference between the estimated SRV and the No SRV road works is marginally greater than the expected revenue for the suggested rates increases. The reason for this has to do with the possibility of paying a dividend across from the water and sewer fund, as well as recognising that if Council is in a better position it can afford to spend a little bit more in asset renewal, rather than retaining a greater cash reserve for emergencies.

The net effect of this additional funding (which increases throughout the plan due to increases in rate income), is highlighted in Annexure H.

Is Council wasting money elsewhere that could be saved to improve road assets?

The Community and Councillors should always ask the question of how money is spent, in order to ensure that it is spent wisely. It is Council's responsibility to ensure that the details of how money is spent are communicated to the public in a transparent manner. Here are a few main criticisms that can be addressed briefly:

Administration Costs?

The recent release of data as part of the Comparative Information on NSW Local Government Councils for 2011/12 is attached to this report as Annexure H.[31]

The report indicated that there were some very positive results for the Glen Innes Severn Council. In particular, it is important to note the per capita cost of providing administration and governance services is $207.25, compared with the Group Average of $408.57 per capita. Therefore Council is spending approximately half the Division of Local Government (DLG) average on administration services per person compared with Councils which have been grouped as being similar by the Division of Local Government.

It is hoped that this statistic will draw attention to the fact that the administrative portion of Council is operating efficiently (compared with this industry benchmark). This is in stark contrast to the community perception that Council has an over abundance of administrative staff.

Is money being wasted on road works?

There is much variability in road projects. Budgets for a particular road project or projects can be overspent with a few delays or unforseen complications, such as adverse weather conditions or unexpected subsurface conditions. For this reason, when measuring the efficiency of road works, it is more appropriate to compare Council's average cost per unit of roads works (e.g. dollar per kilometre of grading or dollar per square metre of concreting works etc) to the industry rate. This should give a good indication of whether Council is wasting money on road works (when compared to the average cost for the industry for construction of road works). For a small Council of our size, it would be a good thing to match the industry benchmark for road works – particularly considering the additional transport cost associated with moving products such as piping, bitumen etc to Glen Innes.

A review of Council's unit rates, which were incorporated in the 2011/12 and 2012/13 depreciation (or replacement cost) calculations indicated that Council's net replacement cost was lower than the Rawlinson (industry rates) for a number of road work types.

For example unsealed pavement construction; Based on a compaction factor of 0.9, Council's December 2010 average cost equate to $2.20/m² for a 100mm thick pavement layer, and $3.30/m² for a 150mm thick pavement layer. As wages on-costs for historic projects were costed to a separate area of the job cost ledger and

[31] Division of Local Government, "Comparative Information on NSW Local Government Councils 2011/12"

not directly costed to projects, an additional 15% has been added to the total rate to account for a 40% oncost on the wages component of gravel re-sheeting jobs. Thus, the revised rates in December 2010 terms are $2.53/m^2 for a 100mm thick pavement layer, and $3.79/m^2 for a 150mm thick pavement layer. In comparison, the 'Rawlinson Glen Innes' rate for crushed rock 100mm thick is $13.84/m^2 for a 100mm thick layer including grading, rolling and compaction, and $23.06 for a 200mm thick layer.

Another example is the cost for bitumen re-sealing, the new rate for a single coat seal was determined from the average of all 2010/11 bituminous resurfacing, and at $3.00 per m^2 is 94c/m^2 (or 24%) less expensive than the 'Rawlinson' rate assumed previously.

Council's unit rates for infrastructure projects show that Council is achieving value for money in these projects.

Money is being wasted elsewhere?

Council regularly reviews the allocation of funding throughout the organisation, and continually reviews the budget to ensure money is being spent as allocated. These continual reviews have targeted in particular the non-core functions of Council: i.e. those services that are either being provided elsewhere in the Community that provide no real benefit to the Community, or provide a benefit that, is less than if the money had been spent elsewhere. On this basis, Council has introduced a large number of cost saving initiatives:

1) Sale of surplus assets/ properties (Highwoods, Tindale etc);
2) Reduction of Light Fleet Vehicles by ten (10);
3) Stricter controls on overtime and time in lieu;
4) Stricter controls on casual staff and filling positions;
5) Much stronger procurement controls to improve value for money;
6) Reduction in non-core service areas (Gum Tree Glen Long Day Care);
7) Stricter budget controls, with limits on increases in non-operational expenditure;
8) Reduction in staff training to a set percentage.

These suggestions, along with a number of other cost saving initiatives, have contributed to an improving position. However, it would be impossible without a significant cut of services to meet the required savings to match the required asset renewal amounts. A significant cut would mean a loss in a number of positions throughout Council, and a further reduction in the functions of Council, as well as a reduction in service levels. Realistically, this may be worse than imposing an increase in rates on the Community.

Annexure A

NSW Local Government Grants Commission council meeting with

Glen Innes Severn

21 October 2013

Introduction...

NSW Grants Commission - Structure

THE COMMISSIONERS

Chairperson & 2 Members

- part-time, nominated by the NSW Minister for Local Government

Deputy-Chairperson

- full-time officer of the Division of Local Government

SUPPORT STAFF

- Executive Officer

NSW Grants Commission - Role

NSW Minister for Local Government

Federal Minister for Infrastructure and Regional Development

The legislation...

Commonwealth
Local Government (Financial Assistance) Act 1995
&
NSW *Local Government Act 1993*

The Commonwealth Act provides for two funding pools:

General Purpose Component

plus

Local Roads Component

However, the total grant is "untied"

The National Principles require an assessment of:

Revenue Capacity

Expenditure Needs

The National Principles also contain two key principles:

Horizontal Equalisation

Effort Neutrality

Horizontal Equalisation...

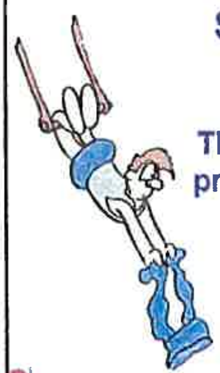
...assessing relative needs

What's Council's relative position?

Effort Neutrality:

a Council's grant shouldn't be influenced by its policy decisions

Safety Net...

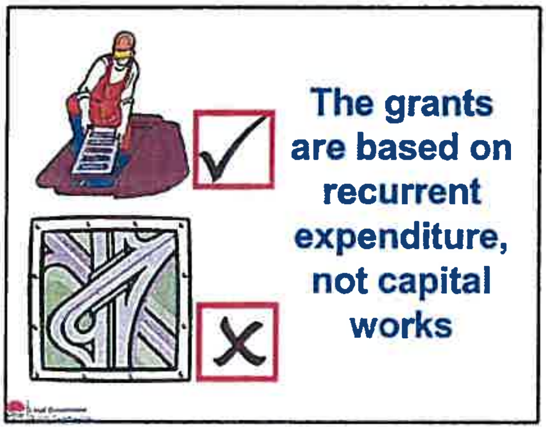


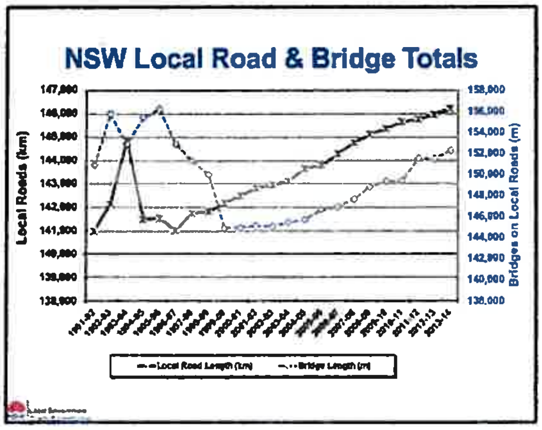
The Commonwealth Act provides for a minimum per capita grant

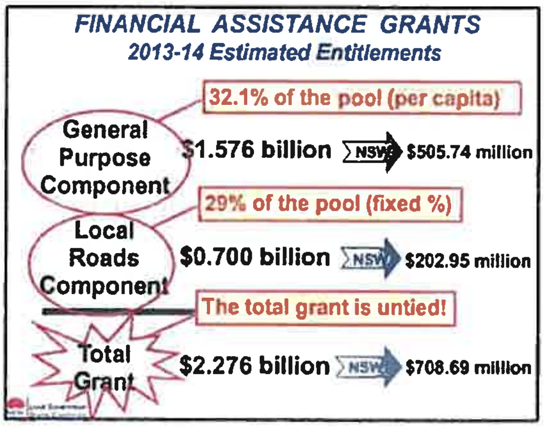
(based on 30% of the General Purpose Component pool)

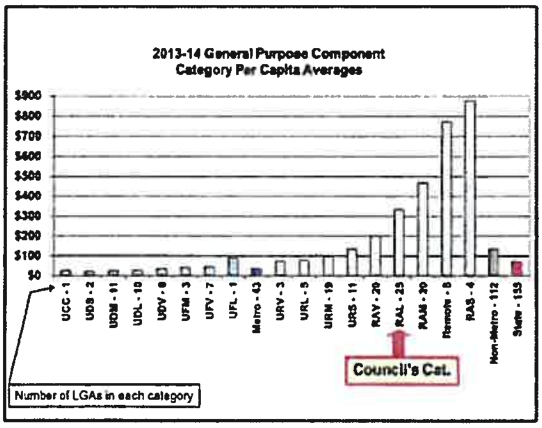
$20.81 for 2013-14

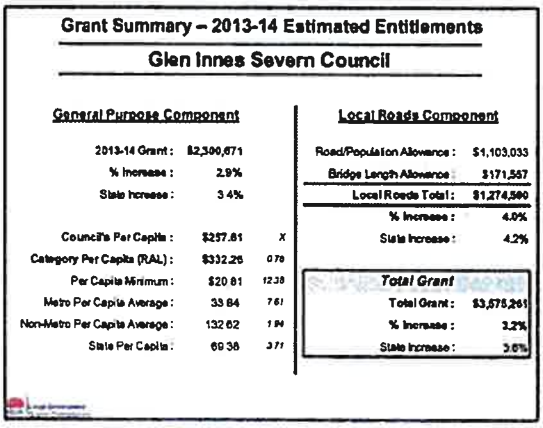
The big picture...


The grants are based on recurrent expenditure, not capital works


NSW Local Road & Bridge Totals
Local Roads (km)
Bridges on Local Roads (m)
Local Road Length (km)
Bridge Length (m)

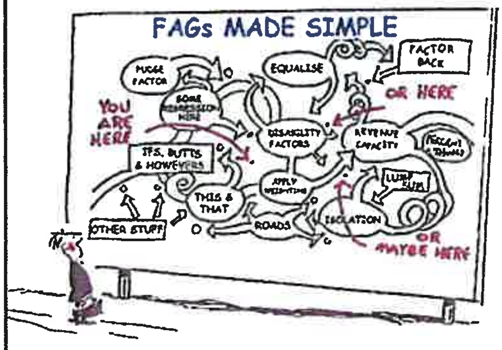

FINANCIAL ASSISTANCE GRANTS
2013-14 Estimated Entitlements
32.1% of the pool (per capita)
General Purpose Component
$1.576 billion
NSW
$505.74 million
29% of the pool (fixed %)
Local Roads Component
$0.700 billion
NSW
$202.95 million
The total grant is untied!
Total Grant
$2.276 billion
NSW
$708.69 million


2013-14 General Purpose Component
Category Per Capita Averages
$900
$800
$700
$600
$500
$400
$300
$200
$100
$0
UCC - 1
UDS - 2
UDM - 11
UDL - 10
UDV - 8
UFM - 3
UFV - 7
UFL - 1
Metro - 43
URV - 3
URL - 5
URM - 19
URS - 11
RAV - 20
RAL - 23
RAM - 20
Remote - 8
RAS - 4
Non-Metro - 112
State - 155
Council's Cat.
Number of LGAs in each category


Grant Summary – 2013-14 Estimated Entitlements
Glen Innes Severn Council
General Purpose Component
2013-14 Grant : $2,300,671
% Increase : 2.9%
State Increase : 3.4%
Council's Per Capita : $257.61 X
Category Per Capita (RAL) : $332.26 0.78
Per Capita Minimum : $20.81 12.38
Metro Per Capita Average : 33.84 7.61
Non-Metro Per Capita Average : 132.62 1.94
State Per Capita : 69.38 3.71
Local Roads Component
Road/Population Allowance : $1,103,033
Bridge Length Allowance : $171,557
Local Roads Total : $1,274,590
% Increase : 4.0%
State Increase : 4.2%
Total Grant
Total Grant : $3,575,261
% Increase : 3.2%
State Increase : 3.6%


What about the future…

How the grants are calculated...



...with apologies to Moir

The bucket of money...

is only so big!

The NSW Grants Commission doesn't determine the size of the bucket!

The Commission attempts to divide up the bucket in an equitable and objective manner.

It's important to note:-

The calculations attempt to measure the differences between councils...

...and the approach is broad brush!

FINANCIAL ASSISTANCE GRANTS

General Purpose Component = Revenue Allowance + Expenditure Allowance + Pensioner Rebate Allowance

Local Roads Component = Road Length and Population Formula + Bridge Length Formula

The total grant is untied!

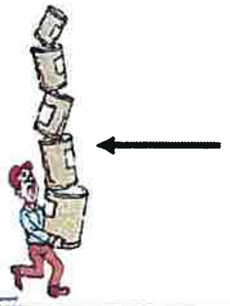
Total Grant = General Purpose Component + Local Roads Component

REVENUE ALLOWANCES...

Property values are used to assess the <u>relative</u> revenue raising capacity of councils.

They provide a useful measure of the relative underlying economic strength of LGAs.

Revenue Allowances…



What's Council's relative position?

The Revenue Allowance formula…

Revenue Allowance = Nc X Rs X (Ps - Pc)

Where:

Nc = number of properties for the Council

Rs = the State average rate-in-$

Ps = the State average value per property

Pc = Council's value per property

Glen Innes Severn

REVENUE ALLOWANCE CALCULATION

2013-14

Urban = Nc x Rs x (Ps - Pc)
= 4,052 x 0.00380337 x ($294,987 - $62,158)
= 4,052 x 0.00380337 x $232,829
= $3,588,196

Non-Urban = Nc x Rs x (Ps - Pc)
= 1,034 x 0.00401615 x ($557,131 - $675,818)
= 1,034 x 0.00401615 x - $118,687
= - $492,872

Annual changes in Council's relative position will affect grant outcomes!

Glen Innes Severn

REVENUE ALLOWANCE CALCULATION

2013-14

Rev. Allowance = Urban + Non Urban
= $3,588,196 - $492,872
= $3,095,324

The same discount applies to every council

Revenue Allowance Discount: 61.43%

Discounted Allow. = $3,095,324 x (1 - 61.43%)
= $3,095,324 x 38.57%
= $1,193,864

The discounting is designed to bring the state-wide Revenue Calculations into a balance with the Expenditure Calculations

EXPENDITURE FUNCTIONS

- Administration & Governance
- Aerodromes
- Aged Persons' Services
- Animal Control
- Cemeteries
- Children's Services
- Community Services
- Cultural Facilities
- Fire Control and Emergency Services
- Health and Safety
- Libraries
- Noxious Plants and Pest Control
- Planning & Building Services
- Recreation
- Stormwater Drainage and Flooding Control
- Street and Gutter Cleaning
- Street Lighting
- Local Roads & Bridges
  - Urban
  - Non-Urban Sealed
  - Non-Urban Unsealed

EXPENDITURE ALLOWANCES

Expenditure Allowances attempt to compensate Council for expected above average costs in providing services due to inherent factors - NOT because of Council policy!

Expenditure Allowance = *Units* x *Standard Cost* x *Disability Factor*

Units = the number of units being served by Council (usually population)

Standard Cost = standard expenditure per unit for the function

Disability Factor = disability measure for Council for the function

Standard Costs - 2013-14
(5 year rolling average)

Population Based Functions

Administration & Governance	$169.59
Aerodromes	$2.60
Aged Persons' Services	$1.05
Animal Control	$2.32
Cemeteries	$0.41
Children's Services	$3.78
Community Services	$12.61
Cultural Facilities	$15.37
Fire Control & Emergency Services	$15.38
Health and Safety	$8.48
Libraries	$31.45
Planning & Building Services	$29.55
Recreation	$90.98

Variations in standard costs will affect grant outcomes.

IMPORTANT
The Grant calculations use State Average Costs, NOT what Council spends!

Standard Costs - 2013-14
(5 year rolling average)

Urban Property Based Functions

Stormwater Drainage and Flooding Control	$63.43
Street and Gutter Cleaning	$36.30
Street Lighting	$30.09

Non-Urban Property Based Functions

Noxious Plants and Pest Control	$120.56

Standard Costs - 2013-14
(5 year rolling average)

Maintenance - Urban Local Roads

(a) cost per length (km)	$16,139.72
(b) urban length (m) per urban properties.	11.2m
(c) cost of maintenance of bridges per network km of roads.	$283.87

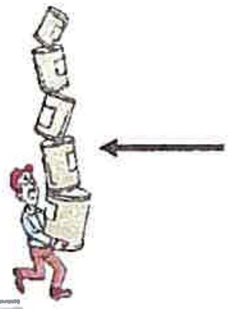
Maintenance - Sealed Rural Local Roads

(a) cost per length (km)	$4,604.97
(b) sealed rural length (m) per non-urban properties.	291.5m
(c) cost of maintenance of bridges per network km of roads.	$395.60

Maintenance - Unsealed Rural Local Roads

(a) cost per length (km) of unsealed local road	$1,671.59
(b) urban length (m) per non-urban properties.	681.6m
(c) cost of maintenance of bridges per network km of roads.	$64.20

Expenditure Allowances...



What's Council's relative position?

DISABILITY FACTORS

A Disability Factor is the Commission's estimate of the additional cost, expressed as a percentage, of providing a standard service due to inherent disabilities.

$$\text{Disability Factor} = \left(\frac{\text{Council Measure}}{\text{Standard Measure}} - 1\right) \times 100 \times \text{weighting}$$

* The Weighting attempts to reflect the significance of the particular measure in terms of its likely cost impact.

The same weighting applies to ALL councils

Glen Innes Severn
PLANNING & BUILDING
2013-14

The measures are designed to be "effort neutral".

Changes in Council's position, relative to the State, will affect grant outcomes.

Measure	Council Measure	S[illegible]	[illegible]	[illegible]
Development Activity	57.00	[illegible]	[illegible]	[illegible]
Environmental Sensitivity	4	1	0.060	18.0
Heritage	[illegible]	1	0.020	2.8
Non-English Speaking Background	[illegible]	18.45%	0.040	0.0
Non-Residential Urban Properties	[illegible]	2.62	0.200	13.5
Population Distribution	[illegible]	2.43	0.017	0.8
Population Growth (5yr Average)	-0.28%	1.15%	0.055	0.0
Regional Centres and Secondary CBD's	100	100	1.000	0.0
Other				0
ROUNDED DISABILITY FACTOR				[illegible]

Identical councils will get the same outcome.

What happens if one is more efficient?

Notional Disability Allowance = Units x Standard Cost x Disability Factor
= 8,931 x $29.55 x 37%
= $97,647

PENSIONER REBATES ALLOWANCES

- Pensioner Rebates Allowances recognise the differential impact of compulsory pensioner rebates.
- Council decisions to allow additional concessions are not considered (*effort neutral*).

Pensioner Rebate Allowance = Rc x Nc x (Pc - Ps)

Rc = standardised rebate per property for the Council
Nc = the number of residential properties
Pc = proportion of eligible pensioner assessments for the Council
Ps = proportion of eligible pensioner assessments for ALL councils

ISOLATION ALLOWANCE...

Applies to Non-Metropolitan councils

Recognises additional costs for...

freight...  fuel... 

long distance telephone charges etc... 

The formula is based on:
- population; and
- distance from Sydney and the nearest major regional centre.

General Purpose Grant

Revenue Allowance

3 Year Averaged Common Base Date Property Valuations
Rate Income Data From ALL Councils
→ State Average:
* Value per property
* Rate-in-$
→ Notional Revenue Allowance:
→ Discounted Revenue Allowance PLUS Expenditure Allowances
→ Total Grant Scaled to Available Funds
→ Application of Per Capita Minimum

Expenditure Allowances

Calculation of Disability Factors for Functions → Calculation of Notional Expenditure Allowance: Units x Std Cost x DF → Discounted Revenue Allowance PLUS Expenditure Allowances

2013-14 LOCAL ROADS COMPONENT

State Allocation - $203m
(29% of National Pool)

- **27.54% - $56m** Councils within the Sydney Newcastle & Wollongong Areas
  - **95%** 60% - Road Len. 40 % - Pop.
  - **5%** Bridge Length
- **72.46% - $147m** Councils outside the Sydney Newcastle & Wollongong Areas
  - **93%** 80% - Road Len. 20 % - Pop
  - **7%** Bridge Length

Glen Innes Severn

LOCAL ROADS COMPONENT D

2013-14

Annual variations in data will affect the grant outcomes.

ABS Estimated Resident Population:	8,931
Local Road Length:	1,085 km
Length of Bridges on Local Roads:	2,220 m

Local Road Allowance:	$1,103,033
Bridge Allowance:	$171,557
Total Allowance:	$1,274,590

Glen Innes Severn

2013-14 Financial Assistance Grants (Estimates)

General Purpose Component:

Revenue:

Notional Revenue Allowance:	3,095,324		
Discounted Revenue Allowance:	1,193,964	1,193,964	
Expenditure:			
Population Based Functions:	1,966,358		
Property Based Functions:	272,643		
Isolation:	481,639		
Roads & Bridges:	2,111,525	4,832,166	
Pensioner Adjustment:		24,863	6,050,993
Adjustments:			
Adjusted to Available Funds (x 0.431048) : →			2,608,266
Adjusted for minimum grant councils: →			2,300,671
			+
Local Roads Component:			1,274,590
Total Grant:			3,575,261

Remember: the total grant is untied!

Finally...

The grants are usually paid by quarterly instalments:
- August
- November
- February
- May

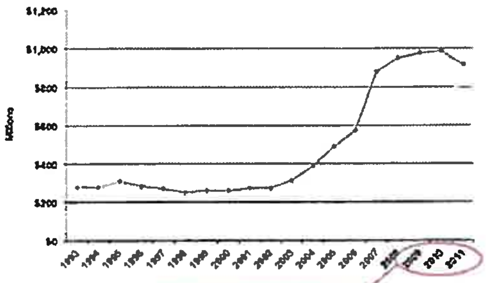
The recommendations are based on Commonwealth estimates of CPI and State population shares.

Adjustments, up or down, are made to the following year's quarterly instalments.

Graphs...

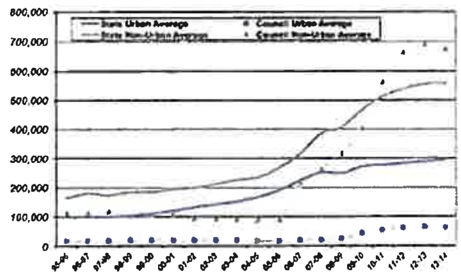
Valuer-General's Aggregated Land Values

Glen Innes Severn



Average Property Values

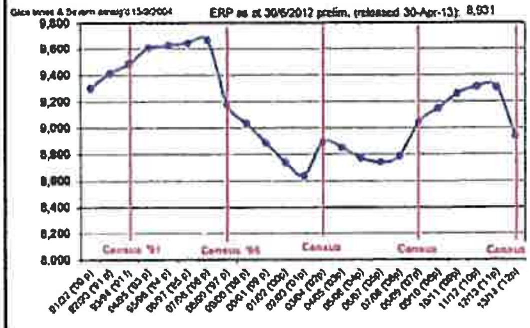
Glen Innes Severn Shire



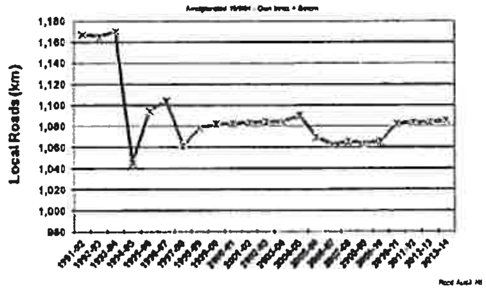
Estimated Resident Population (preliminary)

Glen Innes Severn Shire

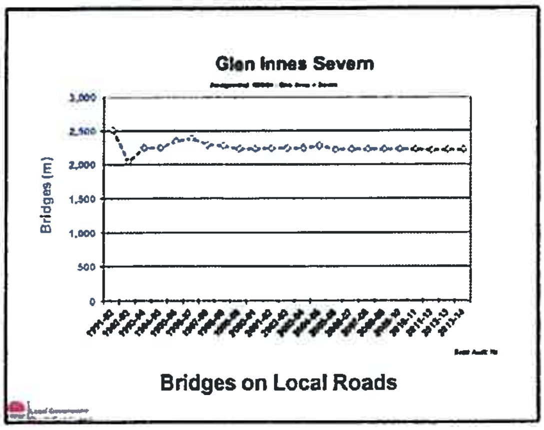
ERP as at 30/6/2012 prelim. (released 30-Apr-13): 8,931

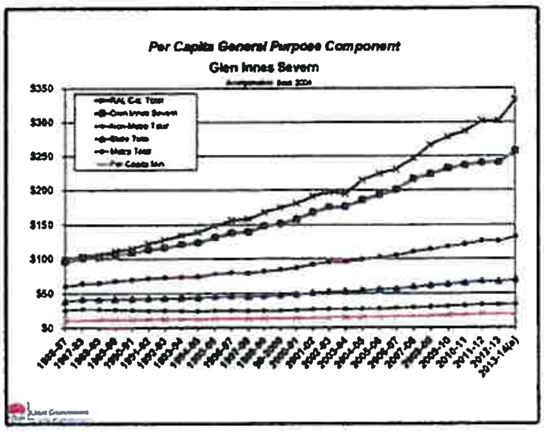


Glen Innes Severn

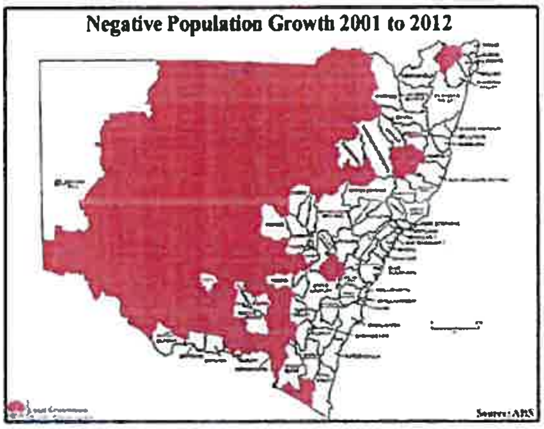


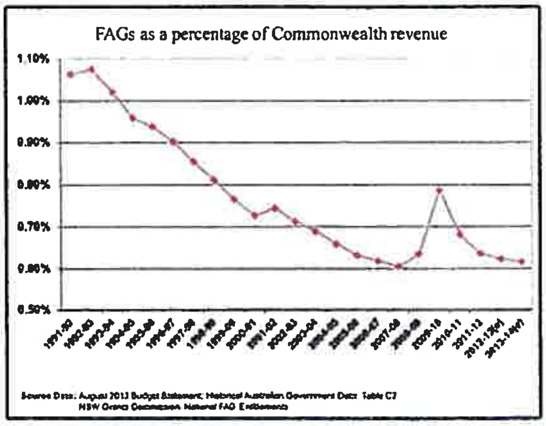
Local Roads


Glen Innes Severn
Bridges (m)
3,000
2,500
2,000
1,500
1,000
500
0
Bridges on Local Roads


Per Capita General Purpose Component
Glen Innes Severn
$350
$300
$250
$200
$150
$100
$50
$0


FAGs: Glen Innes Severn
Estimated Entitlement for 2013-14: $3,575,261
General Purpose
Local Roads
($'000)
4,000
3,500
3,000
2,500
2,000
1,500
1,000
500
1991-92
1992-93
1993-94
1994-95
1995-96
1996-97
1997-98
1998-99
1999-00
2000-01
2001-02
2002-03
2003-04
2004-05
2005-06
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
2012-13
2013-14(e)


Negative Population Growth 2001 to 2012


FAGs as a percentage of Commonwealth revenue
1.10%
1.00%
0.90%
0.80%
0.70%
0.60%
0.50%

Q & A...

Q & A...

- Alternatives to property values
- Rate pegging
- Non-rateable land
- Efficiency
- Similar councils, different grants

Q & A...

Alternatives to property values

- ABS income data:
  - 5 yearly intervals
  - reporting is open ended
- Taxation information:
  - not reported by LGAs
  - company tax can be paid elsewhere
- GDP not available at LGA level

Q & A...

Rate pegging

- Grant calculations deal with relative disadvantage
- Rate pegging affects ALL councils
- Councils that seek rate variations are not penalised by FAGs

Q & A...

Non-rateable land

- Clearly non-rateable land affects councils income
- A particular problem when rateable land becomes non-rateable (eg forestry land)
- Difficult to assess relative disadvantage
- The value of non-rateable land is excluded from the FAGs calculations

Q & A...

Efficiency

- Efficient councils are NOT penalised
- Identical councils = same grant
- Efficient councils can use their grant to provide additional services
- Inefficient councils can't provide the extras

(Note: the Commission assesses the extent of relative need, not efficiency. The issues assessed are often an impediment to efficiency.)

Q & A...

Similar councils, different grants

- The calculations attempt to assess differences
- Annual changes in the circumstances of councils will result in changed outcomes
- Generally the more remote councils, with small populations and long road lengths receive higher per capita grants


NSW GOVERNMENT
Local Government
Grants Commission
For further information contact:
NSW Local Government Grants Commission
5 O'Keefe Avenue, Nowra NSW 2541
Locked Bag 3015, Nowra NSW 2541
Phone: (02) 4428 4132
Fax: (02) 4428 4199
E-mail: grants@dlg.nsw.gov.au
Web: www.dlg.nsw.gov.au
(follow the "Commissions & Tribunals" links)

Annexure B

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,081	7,688	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	10,751
User Charges & Fees	2,709	5,101	4,022	4,242	4,370	4,501	4,636	4,775	4,918	5,066	5,218	5,374
Interest & Investment Revenue	653	565	570	573	575	578	580	583	585	588	591	594
Other Revenues	2,624	831	3,193	3,289	3,388	3,489	3,594	3,702	3,813	3,927	4,045	4,166
Grants & Contributions provided for Operating Purposes	11,470	9,422	8,523	8,212	8,459	8,712	8,974	9,243	9,520	9,806	10,100	10,403
Grants & Contributions provided for Capital Purposes	207	181	3,631	88	89	90	92	93	94	96	97	99
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**24,744**	**23,941**	**28,219**	**24,932**	**25,662**	**26,415**	**27,190**	**27,988**	**28,810**	**29,657**	**30,529**	**31,427**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,178	8,704	7,947	8,226	8,513	8,811	9,120	9,439	9,769	10,111	10,465	10,831
Borrowing Costs	766	830	883	873	998	970	941	912	882	792	762	721
Materials & Contracts	5,692	5,907	7,408	7,685	7,971	8,267	8,574	8,892	9,221	9,561	9,913	10,277
Depreciation & Amortisation	5,012	4,880	5,113	5,140	5,167	5,196	5,227	5,258	5,291	5,326	5,362	5,399
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,875	4,482	3,464	3,584	3,707	3,835	3,968	4,105	4,248	4,396	4,549	4,708
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,547**	**24,804**	**24,816**	**25,506**	**26,357**	**27,080**	**27,830**	**28,606**	**29,411**	**30,186**	**31,050**	**31,936**
Operating Result from Continuing Operations	**197**	(863)	**3,403**	(575)	(695)	(666)	(640)	(618)	(601)	(529)	(521)	(509)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**197**	(863)	**3,403**	(575)	(695)	(666)	(640)	(618)	(601)	(529)	(521)	(509)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10)	(1,044)	(228)	(663)	(784)	(756)	(732)	(711)	(696)	(624)	(618)	(608)

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,639	5,735	6,220	6,407	6,599	6,797	7,001	7,211	7,427	7,650	7,879	8,116
User Charges & Fees	1,826	2,074	1,132	1,166	1,201	1,237	1,274	1,312	1,352	1,392	1,434	1,477
Interest & Investment Revenue	489	326	357	359	360	362	363	365	367	369	370	372
Other Revenues	2,614	573	2,863	2,949	3,037	3,128	3,222	3,319	3,418	3,521	3,627	3,735
Grants & Contributions provided for Operating Purposes	11,414	9,343	8,421	8,108	8,351	8,601	8,859	9,125	9,399	9,681	9,971	10,270
Grants & Contributions provided for Capital Purposes	207	158	2,032	47	47	47	47	47	47	47	47	47
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**22,189**	**18,365**	**21,065**	**19,074**	**19,635**	**20,212**	**20,807**	**21,419**	**22,050**	**22,699**	**23,369**	**24,058**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,658	7,726	7,028	7,274	7,529	7,792	8,065	8,347	8,640	8,942	9,255	9,579
Borrowing Costs	420	406	469	472	599	573	546	519	491	463	434	405
Materials & Contracts	4,450	3,748	5,028	5,235	5,449	5,670	5,900	6,137	6,382	6,637	6,900	7,172
Depreciation & Amortisation	4,120	4,085	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,585	3,682	2,657	2,745	2,837	2,931	3,028	3,129	3,234	3,342	3,454	3,570
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**21,257**	**19,646**	**19,458**	**20,002**	**20,689**	**21,242**	**21,814**	**22,407**	**23,022**	**23,658**	**24,318**	**25,000**
Operating Result from Continuing Operations	**932**	(1,282)	**1,607**	(928)	(1,054)	(1,030)	(1,008)	(988)	(972)	(959)	(949)	(943)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**932**	(1,282)	1,607	(928)	(1,054)	(1,030)	(1,008)	(988)	(972)	(959)	(949)	(943)
Net Operating Result before Grants and Contributions provided for Capital Purposes	**725**	(1,440)	(425)	(975)	(1,101)	(1,077)	(1,055)	(1,035)	(1,019)	(1,006)	(996)	(990)

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - WATER FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	331	803	837	862	888	915	942	970	999	1,029	1,060	1,092
User Charges & Fees	863	918	936	964	993	1,023	1,054	1,086	1,118	1,152	1,186	1,222
Interest & Investment Revenue	15	97	102	103	103	104	104	105	105	106	106	107
Other Revenues	2	3	30	31	32	33	34	35	36	37	38	39
Grants & Contributions provided for Operating Purposes	21	43	63	65	67	69	71	73	75	78	80	82
Grants & Contributions provided for Capital Purposes	-	-	803	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,232	1,862	2,772	2,026	2,084	2,144	2,205	2,269	2,334	2,402	2,471	2,542
Expenses from Continuing Operations												
Employee Benefits & On-Costs	346	286	225	233	241	249	258	267	276	286	296	306
Borrowing Costs	197	205	204	188	179	171	162	153	145	136	127	119
Materials & Contracts	722	719	688	713	737	763	790	818	846	876	907	938
Depreciation & Amortisation	518	408	442	458	474	491	509	528	547	568	589	611
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	190	283	304	317	331	345	360	375	392	409	426	445
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,973	1,902	1,864	1,908	1,963	2,020	2,079	2,141	2,206	2,274	2,345	2,420
Operating Result from Continuing Operations	(741)	(39)	909	118	121	124	126	128	128	127	126	123
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(741)	(39)	909	118	121	124	126	128	128	127	126	123
Net Operating Result before Grants and Contributions provided for Capital Purposes	(741)	(39)	106	118	121	124	126	128	128	127	126	123

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - SEWER FUND
Scenario: Base Case

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,111	1,150	1,183	1,219	1,255	1,293	1,332	1,371	1,413	1,455	1,499	1,544
User Charges & Fees	20	114	27	27	28	29	30	31	32	33	34	35
Interest & Investment Revenue	149	142	111	111	112	112	113	113	113	114	114	115
Other Revenues	8	4	7	7	7	7	8	8	8	8	9	9
Grants & Contributions provided for Operating Purposes	35	36	38	40	41	42	43	45	46	47	49	50
Grants & Contributions provided for Capital Purposes	-	12	796	41	42	43	45	46	47	49	50	52
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**1,323**	**1,458**	**2,161**	**1,445**	**1,485**	**1,527**	**1,570**	**1,614**	**1,659**	**1,708**	**1,754**	**1,804**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	174	208	240	249	258	267	276	286	296	306	317	328
Borrowing Costs	149	143	137	143	153	163	173	183	193	143	153	153
Materials & Contracts	520	340	376	379	381	383	386	388	391	393	396	399
Depreciation & Amortisation	374	367	375	386	397	409	422	435	448	462	477	492
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	100	205	203	210	219	227	236	246	256	266	276	287
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**1,317**	**1,262**	**1,331**	**1,367**	**1,407**	**1,449**	**1,492**	**1,537**	**1,583**	**1,570**	**1,619**	**1,659**
Operating Result from Continuing Operations	**6**	**196**	**830**	**78**	**78**	**77**	**77**	**77**	**76**	**136**	**135**	**145**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**6**	**196**	**830**	**78**	**78**	**77**	**77**	**77**	**76**	**136**	**135**	**145**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**6**	**184**	**34**	**37**	**36**	**34**	**32**	**31**	**29**	**87**	**85**	**93**

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - QUARRY
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,995	1,927	2,085	2,147	2,212	2,278	2,346	2,417	2,489	2,564	2,641
Interest & Investment Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	250	293	302	311	321	330	340	350	361	372	383
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	10	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	-	2,255	2,220	2,387	2,458	2,532	2,608	2,686	2,767	2,850	2,936	3,024
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	484	454	470	486	503	521	539	558	577	598	618
Borrowing Costs	-	77	73	70	67	64	61	57	54	51	48	44
Materials & Contracts	-	1,100	1,315	1,358	1,404	1,451	1,499	1,549	1,601	1,655	1,711	1,768
Depreciation & Amortisation	-	20	20	20	20	20	20	20	20	20	20	20
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	312	301	311	321	332	343	355	367	379	392	406
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	-	1,993	2,163	2,229	2,298	2,370	2,444	2,521	2,600	2,683	2,769	2,857
Operating Result from Continuing Operations	-	262	57	157	160	162	164	166	167	167	167	166
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	-	262	57	157	160	162	164	166	167	167	167	166
Net Operating Result before Grants and Contributions provided for Capital Purposes	-	252	57	157	160	162	164	166	167	167	167	166

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,911	13,687	13,400	14,135	13,500	12,804	11,497	10,575	9,533	8,419	7,158	5,801
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,576	1,389	2,430	2,378	2,432	2,486	2,537	2,594	2,651	2,709	2,768	2,828
Inventories	1,099	1,586	1,715	1,776	1,838	1,902	1,969	2,037	2,109	2,183	2,259	2,338
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,549	16,751	17,548	18,291	17,772	17,194	16,005	15,209	14,295	13,313	12,187	10,970
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,411	241,943	245,337	247,111	247,425	247,882	248,999	249,769	250,698	251,790	253,055	254,458
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	232,916	242,439	245,834	247,610	247,926	248,385	249,504	250,276	251,208	252,302	253,570	254,976
TOTAL ASSETS	247,465	259,190	263,382	265,900	265,698	265,579	265,509	265,485	265,503	265,615	265,757	265,946
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	-	-	-	-	-	-	-	-	-	-	-
Payables	760	997	1,514	1,578	1,618	1,659	1,702	1,746	1,792	1,840	1,890	1,942
Borrowings	486	565	599	712	696	711	728	744	764	783	792	802
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,941	4,226	4,767	4,943	4,967	5,024	5,083	5,144	5,210	5,277	5,336	5,397
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	10,252	12,415	11,815	13,604	12,908	12,196	11,469	10,725	9,961	9,178	8,386	7,584
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	10,659	12,808	12,252	14,072	13,410	12,734	12,043	11,338	10,615	9,875	9,128	8,374
TOTAL LIABILITIES	14,600	17,035	17,019	19,016	18,377	17,758	17,126	16,482	15,825	15,152	14,464	13,771
Net Assets	232,865	242,155	246,363	246,885	247,320	247,821	248,383	249,003	249,678	250,463	251,293	252,176
EQUITY												
Retained Earnings	139,519	138,654	142,088	141,513	140,818	140,152	139,512	138,894	138,293	137,764	137,243	136,734
Revaluation Reserves	93,346	103,501	104,275	105,372	106,502	107,669	108,871	110,109	111,385	112,698	114,050	115,441
Council Equity Interest	232,865	242,155	246,363	246,885	247,320	247,821	248,383	249,003	249,678	250,463	251,293	252,176
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	232,865	242,155	246,363	246,885	247,320	247,821	248,383	249,003	249,678	250,463	251,293	252,176

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	8,085	10,858	11,108	12,033	11,589	11,055	9,929	9,195	8,351	7,389	6,300	5,077
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	991	743	1,540	1,449	1,477	1,504	1,528	1,555	1,583	1,611	1,639	1,667
Inventories	365	483	466	482	499	516	535	553	573	593	613	635
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,443	12,173	13,116	13,966	13,566	13,078	11,993	11,306	10,509	9,595	8,555	7,382
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	197,407	205,282	205,899	206,412	205,423	204,544	204,280	203,634	203,110	202,712	202,445	202,313
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	197,912	205,778	206,396	206,911	205,924	205,048	204,786	204,142	203,620	203,225	202,960	202,831
TOTAL ASSETS	207,355	217,951	219,512	220,877	219,490	218,125	216,779	215,448	214,129	212,820	211,516	210,213
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	692	930	1,443	1,506	1,545	1,585	1,626	1,669	1,714	1,760	1,808	1,858
Borrowings	229	302	302	404	411	417	424	432	440	448	457	467
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,320	3,897	4,399	4,564	4,609	4,656	4,704	4,755	4,807	4,862	4,919	4,978
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	4,536	6,961	6,659	8,755	8,344	7,926	7,502	7,070	6,630	6,182	5,725	5,258
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,943	7,355	7,096	9,223	8,846	8,464	8,077	7,684	7,285	6,879	6,467	6,047
TOTAL LIABILITIES	8,263	11,252	11,495	13,788	13,455	13,120	12,781	12,438	12,092	11,741	11,386	11,025
Net Assets	199,092	206,699	208,017	207,089	206,035	205,006	203,998	203,010	202,038	201,079	200,130	199,187
EQUITY												
Retained Earnings	116,719	115,437	117,044	116,117	115,063	114,033	113,025	112,037	111,065	110,106	109,157	108,215
Revaluation Reserves	82,373	91,262	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973
Council Equity Interest	199,092	206,699	208,017	207,089	206,035	205,006	203,998	203,010	202,038	201,079	200,130	199,187
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	199,092	206,699	208,017	207,089	206,035	205,006	203,998	203,010	202,038	201,079	200,130	199,187

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - WATER FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,301	632	325	215	106	5	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	327	309	512	527	543	559	576	593	611	629	648	668
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,628	941	837	742	649	564	576	593	611	629	648	668
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
TOTAL ASSETS	18,540	19,580	20,921	21,488	22,075	22,682	23,409	24,158	24,924	25,705	26,504	27,301
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	99	201	302	399	498	578
Payables	34	34	37	38	40	41	43	44	46	48	50	52
Borrowings	114	112	112	112	112	112	112	112	112	112	112	112
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	148	146	149	151	152	154	255	358	461	559	660	742
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
TOTAL LIABILITIES	2,761	2,647	2,538	2,427	2,316	2,205	2,194	2,184	2,175	2,161	2,149	2,119
Net Assets	15,779	16,932	18,383	19,061	19,759	20,477	21,216	21,973	22,750	23,544	24,355	25,182
EQUITY												
Retained Earnings	11,497	11,458	12,366	12,484	12,605	12,729	12,855	12,983	13,111	13,238	13,363	13,486
Revaluation Reserves	4,282	5,475	6,017	6,577	7,154	7,748	8,360	8,990	9,639	10,306	10,992	11,696
Council Equity Interest	15,779	16,932	18,383	19,061	19,759	20,477	21,216	21,973	22,750	23,544	24,355	25,182
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	15,779	16,932	18,383	19,061	19,759	20,477	21,216	21,973	22,750	23,544	24,355	25,182

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,525	2,772	2,667	2,567	2,453	2,361	2,255	2,142	2,021	1,946	1,857	1,793
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	97	69	117	121	124	128	132	136	140	144	148	153
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,583	2,842	2,784	2,688	2,577	2,489	2,386	2,278	2,161	2,090	2,006	1,946
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
TOTAL ASSETS	19,883	20,387	21,630	22,103	22,582	23,101	23,629	24,166	24,712	25,325	25,947	26,598
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	21	20	21	22	22	22	23	23	24	24	25	25
Borrowings	101	108	143	153	131	140	149	158	169	180	180	180
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	122	128	164	174	153	162	172	181	193	205	205	206
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
TOTAL LIABILITIES	2,248	2,146	2,039	1,897	1,744	1,614	1,475	1,327	1,169	1,000	820	640
Net Assets	17,635	18,241	19,591	20,206	20,838	21,487	22,154	22,839	23,543	24,325	25,127	25,958
EQUITY												
Retained Earnings	10,944	11,140	11,970	12,048	12,126	12,203	12,280	12,357	12,433	12,569	12,705	12,849
Revaluation Reserves	6,691	7,101	7,621	8,158	8,712	9,284	9,873	10,482	11,109	11,756	12,422	13,108
Council Equity Interest	17,635	18,241	19,591	20,206	20,838	21,487	22,154	22,839	23,543	24,325	25,127	25,958
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,635	18,241	19,591	20,206	20,838	21,487	22,154	22,839	23,543	24,325	25,127	25,958

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - QUARRY
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	161	268	262	282	288	295	302	309	317	324	332	340
Inventories	734	1,105	1,250	1,293	1,339	1,386	1,434	1,484	1,536	1,590	1,646	1,703
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	895	1,373	1,511	1,575	1,627	1,681	1,736	1,794	1,853	1,914	1,978	2,044
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	792	477	507	538	571	606	643	682	723	767	812	860
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	792	477	507	538	571	606	643	682	723	767	812	860
TOTAL ASSETS	1,687	1,850	2,019	2,114	2,199	2,287	2,380	2,476	2,576	2,681	2,790	2,903
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	576	700	680	648	616	587	561	537	517	501	491
Payables	13	13	12	12	11	11	10	10	9	9	8	7
Borrowings	42	42	42	42	42	42	42	42	42	42	42	42
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	351	631	754	734	701	669	639	612	588	568	551	540
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	977	935	893	851	809	767	725	683	641	599	557	515
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	977	935	893	851	809	767	725	683	641	599	557	515
TOTAL LIABILITIES	1,328	1,665	1,647	1,585	1,509	1,436	1,364	1,295	1,228	1,166	1,108	1,055
Net Assets	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
EQUITY												
Retained Earnings	359	621	707	865	1,025	1,187	1,351	1,517	1,684	1,851	2,018	2,184
Revaluation Reserves	-	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)
Council Equity Interest	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,094	7,517	8,241	8,474	8,728	8,990	9,260	9,537	9,824	10,118	10,422	10,734
User Charges & Fees	2,471	5,217	3,891	4,207	4,348	4,478	4,612	4,751	4,893	5,040	5,191	5,347
Interest & Investment Revenue Received	579	585	487	569	575	579	585	585	588	592	595	599
Grants & Contributions	12,626	9,611	11,899	8,356	8,542	8,797	9,059	9,329	9,608	9,895	10,190	10,495
Bonds & Deposits Received	1	-	-	-	-	-	-	-	-	-	-	-
Other	2,348	982	2,631	3,306	3,366	3,467	3,571	3,678	3,788	3,902	4,019	4,140
Payments:												
Employee Benefits & On-Costs	(9,897)	(8,477)	(7,947)	(8,226)	(8,513)	(8,811)	(9,120)	(9,439)	(9,769)	(10,111)	(10,465)	(10,831)
Materials & Contracts	(7,149)	(6,232)	(6,948)	(7,704)	(7,991)	(8,288)	(8,596)	(8,914)	(9,243)	(9,584)	(9,937)	(10,302)
Borrowing Costs	(706)	(808)	(889)	(834)	(1,006)	(978)	(949)	(920)	(891)	(801)	(770)	(729)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	(2,778)	(4,422)	(3,421)	(3,539)	(3,660)	(3,766)	(3,917)	(4,052)	(4,192)	(4,337)	(4,488)	(4,644)
Net Cash provided (or used in) Operating Activities	4,589	3,962	7,943	4,611	4,387	4,447	4,506	4,556	4,606	4,713	4,757	4,807
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	188	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,077)	(4,431)	(7,404)	(5,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(14)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,903)	(3,420)	(7,404)	(5,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	3,860	2,800	-	2,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(429)	(559)	(565)	(599)	(712)	(696)	(711)	(728)	(744)	(764)	(783)	(792)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,431	2,241	(565)	1,901	(712)	(696)	(711)	(728)	(744)	(764)	(783)	(792)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117	2,783	(28)	735	(635)	(696)	(1,307)	(921)	(1,043)	(1,114)	(1,261)	(1,357)
plus: Cash, Cash Equivalents & Investments - beginning of year	9,794	10,911	13,694	13,667	14,402	13,767	13,071	11,764	10,842	9,800	8,686	7,425
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,402	13,767	13,071	11,764	10,842	9,800	8,686	7,425	6,068
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,402	13,767	13,071	11,764	10,842	9,800	8,686	7,425	6,068
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	11,872	13,694	13,667	14,402	13,767	13,071	11,764	10,842	9,800	8,686	7,425	6,068
Representing:												
- External Restrictions	7,148	6,765	6,353	6,143	5,920	5,726	5,516	5,302	5,080	4,908	4,720	4,576
- Internal Restricitons	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,291	2,677	3,622	3,210	2,708	1,610	904	83	(859)	(1,932)	(3,145)
	11,872	13,694	13,667	14,402	13,767	13,071	11,764	10,842	9,800	8,686	7,425	6,068

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,555	6,478	6,404	6,596	6,794	6,998	7,208	7,424	7,647	7,876	8,112
User Charges & Fees	-	2,267	985	1,161	1,196	1,232	1,269	1,307	1,346	1,386	1,428	1,471
Interest & Investment Revenue Received	-	346	274	355	360	363	369	367	370	372	375	378
Grants & Contributions	-	9,511	10,199	8,211	8,392	8,642	8,900	9,166	9,439	9,721	10,011	10,310
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	725	2,305	2,966	3,016	3,106	3,199	3,295	3,394	3,496	3,601	3,709
Payments:												
Employee Benefits & On-Costs	-	(7,499)	(7,028)	(7,274)	(7,529)	(7,792)	(8,065)	(8,347)	(8,640)	(8,942)	(9,255)	(9,579)
Materials & Contracts	-	(3,702)	(4,427)	(5,212)	(5,426)	(5,646)	(5,875)	(6,111)	(6,356)	(6,609)	(6,871)	(7,142)
Borrowing Costs	-	(382)	(474)	(432)	(607)	(580)	(553)	(526)	(499)	(470)	(442)	(413)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	-	(3,626)	(2,616)	(2,703)	(2,792)	(2,884)	(2,979)	(3,078)	(3,180)	(3,286)	(3,395)	(3,509)
Net Cash provided (or used in) Operating Activities	-	3,181	5,694	3,475	3,206	3,234	3,262	3,280	3,299	3,315	3,328	3,337
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,246)	(4,852)	(4,748)	(3,246)	(3,357)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,196)	(4,852)	(4,748)	(3,246)	(3,357)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,800	-	2,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(344)	(302)	(302)	(404)	(411)	(417)	(424)	(432)	(440)	(448)	(457)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	2,456	(302)	2,198	(404)	(411)	(417)	(424)	(432)	(440)	(448)	(457)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,441	539	924	(444)	(533)	(1,126)	(734)	(844)	(962)	(1,088)	(1,223)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	8,085	10,526	11,065	11,990	11,546	11,012	9,886	9,152	8,308	7,346	6,257
Cash & Cash Equivalents - end of the year	-	10,526	11,065	11,990	11,546	11,012	9,886	9,152	8,308	7,346	6,257	5,034
Cash & Cash Equivalents - end of the year	8,085	10,526	11,065	11,990	11,546	11,012	9,886	9,152	8,308	7,346	6,257	5,034
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	8,085	10,526	11,065	11,990	11,546	11,012	9,886	9,152	8,308	7,346	6,257	5,034
Representing:												
- External Restrictions	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,528	3,067	3,992	3,548	3,014	1,888	1,154	310	(652)	(1,741)	(2,964)
	8,085	10,526	11,065	11,990	11,546	11,012	9,886	9,152	8,308	7,346	6,257	5,034

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	765	644	854	880	906	934	962	991	1,020	1,051	1,082
User Charges & Fees	-	974	931	957	986	1,015	1,046	1,077	1,109	1,143	1,177	1,212
Interest & Investment Revenue Received	-	97	102	103	103	104	104	105	105	106	106	107
Grants & Contributions	-	43	866	65	67	69	71	73	75	78	80	82
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	3	26	31	32	33	34	35	36	37	38	39
Payments:												
Employee Benefits & On-Costs	-	(286)	(225)	(233)	(241)	(249)	(258)	(267)	(276)	(286)	(296)	(306)
Materials & Contracts	-	(719)	(886)	(711)	(736)	(762)	(788)	(816)	(845)	(874)	(905)	(936)
Borrowing Costs	-	(205)	(204)	(188)	(179)	(171)	(162)	(153)	(145)	(136)	(127)	(119)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(283)	(304)	(317)	(331)	(345)	(360)	(375)	(392)	(409)	(426)	(445)
Net Cash provided (or used in) Operating Activities	-	387	1,151	562	581	601	620	640	659	678	697	716
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(664)	(684)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(628)	(648)	(663)	(664)	(684)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(669)	(307)	(110)	(109)	(102)	(104)	(102)	(101)	(97)	(99)	(80)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,301	632	325	215	106	5	(99)	(201)	(302)	(399)	(498)
Cash & Cash Equivalents - end of the year	-	632	325	215	106	5	(99)	(201)	(302)	(399)	(498)	(578)
Cash & Cash Equivalents - end of the year	1,301	632	325	215	106	5	(99)	(201)	(302)	(399)	(498)	(578)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	1,301	632	325	215	106	5	(99)	(201)	(302)	(399)	(498)	(578)
Representing:												
- External Restrictions	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	1	(668)	(975)	(1,085)	(1,194)	(1,295)	(1,399)	(1,501)	(1,602)	(1,699)	(1,798)	(1,878)
	1,301	632	325	215	106	5	(99)	(201)	(302)	(399)	(498)	(578)

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,197	1,119	1,216	1,252	1,290	1,328	1,368	1,409	1,451	1,495	1,540
User Charges & Fees	-	94	43	27	28	28	29	30	31	32	33	34
Interest & Investment Revenue Received	-	142	111	111	112	112	113	113	113	114	114	115
Grants & Contributions	-	48	834	81	83	85	88	91	93	96	99	102
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4	7	7	7	7	8	8	8	8	9	9
Payments:												
Employee Benefits & On-Costs	-	(208)	(240)	(249)	(258)	(267)	(278)	(288)	(296)	(306)	(317)	(328)
Materials & Contracts	-	(341)	(375)	(378)	(380)	(383)	(385)	(388)	(390)	(393)	(396)	(398)
Borrowing Costs	-	(143)	(137)	(143)	(153)	(163)	(173)	(183)	(193)	(143)	(153)	(153)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(205)	(203)	(210)	(219)	(227)	(230)	(246)	(256)	(268)	(276)	(287)
Net Cash provided (or used in) Operating Activities	-	590	1,159	461	472	483	495	508	521	595	609	633
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(202)	(1,155)	(416)	(433)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	759	(1,155)	(416)	(433)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,247	(105)	(100)	(114)	(92)	(106)	(113)	(121)	(75)	(69)	(64)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,525	2,772	2,667	2,567	2,453	2,361	2,255	2,142	2,021	1,946	1,857
Cash & Cash Equivalents - end of the year	-	2,772	2,667	2,567	2,453	2,361	2,255	2,142	2,021	1,946	1,857	1,793
Cash & Cash Equivalents - end of the year	1,525	2,772	2,667	2,567	2,453	2,361	2,255	2,142	2,021	1,946	1,857	1,793
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,486	2,772	2,667	2,567	2,453	2,361	2,255	2,142	2,021	1,946	1,857	1,793
Representing:												
- External Restrictions	2,488	2,486	2,486	2,486	2,486	2,486	2,486	2,488	2,486	2,486	2,486	2,486
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	286	181	81	(33)	(125)	(231)	(344)	(465)	(540)	(629)	(593)
	2,486	2,772	2,667	2,567	2,453	2,361	2,255	2,142	2,021	1,946	1,857	1,793

082

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - QUARRY
Scenario: Base Case

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,883	1,931	2,063	2,138	2,203	2,269	2,337	2,407	2,479	2,553	2,630
Interest & Investment Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	10	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	250	293	302	311	321	330	340	350	361	372	383
Payments:												
Employee Benefits & On-Costs	-	(484)	(454)	(470)	(486)	(503)	(521)	(539)	(558)	(577)	(598)	(618)
Materials & Contracts	-	(1,471)	(1,460)	(1,402)	(1,449)	(1,497)	(1,548)	(1,599)	(1,653)	(1,709)	(1,766)	(1,826)
Borrowing Costs	-	(77)	(74)	(71)	(68)	(64)	(61)	(58)	(55)	(51)	(48)	(45)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(307)	(299)	(309)	(319)	(330)	(341)	(353)	(364)	(377)	(390)	(403)
Net Cash provided (or used in) Operating Activities	-	(196)	(81)	114	128	129	129	128	127	126	123	121
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(237)	(153)	20	33	31	29	27	24	20	16	10
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)

Annexure C

Group Average

	Glen Innes LGA	Group Average	Variation	Assesments	Variation X No Of Assessments	
Residential	545.63	496.99	- 48.64	3,636.00	- 176,855.04	
Business Rate LGA	1,247.45	1,115.04	- 132.41	390.00	- 51,639.90	
Farmland Rate	1,875.85	2,265.69	389.84	1,016.00	396,077.44	
					167,582.50	Rate Variation (to balance to Average)

Regional Average

	Guyra	Inverell	Walcha	Bingara	Uralla	Kyogle	Armidale	Total	Average
Residential	409.28	821.70	383.07	381.07	473.09	647.86	827.01	3,943.08	563.30
Business Rate LGA	612.24	3,009.17	620.25	344.34	472.05	965.52	3,046.79	9,070.36	1,295.77
Farmland Rate	2,103.45	2,253.56	3,131.75	3,759.73	3,404.84	1,228.50	2,312.22	18,194.05	2,599.15

	Glen Innes LGA	Regional Average	Variation	Assessments	Variation X No Of Assessments	
Residential	545.63	563.30	17.67	3,636.00	64,237.73	
Business Rate LGA	1,247.45	1,295.77	48.32	390.00	18,843.13	
Farmland Rate	1,875.85	2,599.15	723.30	1,016.00	734,872.80	
					817,953.66	Rate Variation (to balance to Average)

Suggested Variation

	Glen Innes LGA	Regional Average	Group (DLG) Average	Average (DLG and Region)	Variation	Assessments	Variation X No Of Assessments	
Residential	545.63	563.30	496.99	530.14	- 15.49	3,636.00	- 56,308.65	
Business Rate LGA	1,247.45	1,295.77	1,115.04	1,205.40	- 42.05	390.00	- 16,398.39	
Farmland Rate	1,875.85	2,599.15	2,265.69	2,432.42	556.57	1,016.00	565,475.12	
							492,768.08	Rate Variation (to balance to Average)

These figures are based on the 2011/12 Comparative Figures. Tenterfield has been excluded as they are currently applying for a Rate Variation.

Annexure D

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,081	7,688	8,240	8,985	9,564	10,201	10,507	10,822	11,147	11,481	11,826	12,180
User Charges & Fees	2,709	5,101	4,022	4,242	4,370	4,501	4,636	4,775	4,918	5,066	5,218	5,374
Interest & Investment Revenue	653	565	570	573	575	578	580	583	585	588	591	594
Other Revenues	2,624	831	3,193	3,289	3,388	3,489	3,594	3,702	3,813	3,927	4,045	4,166
Grants & Contributions provided for Operating Purposes	11,470	9,422	8,523	8,212	8,459	8,712	8,974	9,243	9,520	9,806	10,100	10,403
Grants & Contributions provided for Capital Purposes	207	181	3,631	88	89	90	92	93	94	96	97	99
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**24,744**	**23,941**	**28,219**	**25,430**	**26,484**	**27,612**	**28,423**	**29,258**	**30,118**	**31,004**	**31,917**	**32,857**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,178	8,704	7,947	8,226	8,513	8,811	9,120	9,439	9,769	10,111	10,465	10,831
Borrowing Costs	766	830	883	873	998	970	941	912	882	792	762	721
Materials & Contracts	5,692	5,907	7,408	7,685	7,971	8,267	8,574	8,892	9,221	9,561	9,913	10,277
Depreciation & Amortisation	5,012	4,880	5,113	5,140	5,167	5,196	5,227	5,258	5,291	5,326	5,362	5,399
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,875	4,482	3,464	3,584	3,707	3,835	3,968	4,105	4,248	4,396	4,549	4,708
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,547**	**24,804**	**24,816**	**25,506**	**26,357**	**27,080**	**27,830**	**28,606**	**29,411**	**30,186**	**31,050**	**31,936**
Operating Result from Continuing Operations	**197**	**(863)**	**3,403**	**(77)**	**127**	**531**	**593**	**651**	**707**	**818**	**866**	**920**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**197**	**(863)**	**3,403**	**(77)**	**127**	**531**	**593**	**651**	**707**	**818**	**866**	**920**
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10)	(1,044)	(228)	(165)	38	441	501	558	612	723	769	821

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,639	5,735	6,220	6,823	7,274	7,777	8,010	8,250	8,498	8,753	9,015	9,286
User Charges & Fees	1,826	2,074	1,132	1,166	1,201	1,237	1,274	1,312	1,352	1,392	1,434	1,477
Interest & Investment Revenue	489	326	357	359	360	362	363	365	367	369	370	372
Other Revenues	2,614	573	2,863	2,949	3,037	3,128	3,222	3,319	3,418	3,521	3,627	3,735
Grants & Contributions provided for Operating Purposes	11,414	9,343	8,421	8,108	8,351	8,601	8,859	9,125	9,399	9,681	9,971	10,270
Grants & Contributions provided for Capital Purposes	207	158	2,032	47	47	47	47	47	47	47	47	47
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**22,189**	**18,365**	**21,065**	**19,491**	**20,310**	**21,192**	**21,816**	**22,459**	**23,121**	**23,803**	**24,505**	**25,228**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,658	7,726	7,028	7,274	7,529	7,792	8,065	8,347	8,640	8,942	9,255	9,579
Borrowing Costs	420	406	469	472	599	573	546	519	491	463	434	405
Materials & Contracts	4,450	3,748	5,028	5,235	5,449	5,670	5,900	6,137	6,382	6,637	6,900	7,172
Depreciation & Amortisation	4,120	4,085	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,585	3,682	2,657	2,745	2,837	2,931	3,028	3,129	3,234	3,342	3,454	3,570
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**21,257**	19,646	19,458	**20,002**	**20,689**	**21,242**	**21,814**	**22,407**	**23,022**	**23,658**	**24,318**	**25,000**
Operating Result from Continuing Operations	**932**	(1,282)	**1,607**	(511)	(379)	(49)	**2**	**52**	**99**	**144**	**187**	**228**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**932**	(1,282)	**1,607**	(511)	(379)	(49)	**2**	**52**	**99**	**144**	**187**	**228**
Net Operating Result before Grants and Contributions provided for Capital Purposes	725	(1,440)	(425)	(558)	(426)	(96)	(45)	**5**	**52**	**97**	**140**	**181**

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - WATER FUND
Scenario: Special Rates Variation

	Past Year	Current Year	Projected Years									
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	331	803	837	896	949	1,005	1,035	1,066	1,098	1,131	1,165	1,200
User Charges & Fees	863	918	936	964	993	1,023	1,054	1,086	1,118	1,152	1,186	1,222
Interest & Investment Revenue	15	97	102	103	103	104	104	105	105	106	106	107
Other Revenues	2	3	30	31	32	33	34	35	36	37	38	39
Grants & Contributions provided for Operating Purposes	21	43	63	65	67	69	71	73	75	78	80	82
Grants & Contributions provided for Capital Purposes	-	-	803	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,232	1,862	2,772	2,060	2,145	2,234	2,299	2,365	2,433	2,503	2,576	2,650
Expenses from Continuing Operations												
Employee Benefits & On-Costs	346	286	225	233	241	249	258	267	276	286	296	306
Borrowing Costs	197	205	204	188	179	171	162	153	145	136	127	119
Materials & Contracts	722	719	688	713	737	763	790	818	846	876	907	938
Depreciation & Amortisation	518	408	442	458	474	491	509	528	547	568	589	611
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	190	283	304	317	331	345	360	375	392	409	426	445
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,973	1,902	1,864	1,908	1,963	2,020	2,079	2,141	2,206	2,274	2,345	2,420
Operating Result from Continuing Operations	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Net Operating Result before Grants and Contributions provided for Capital Purposes	(741)	(39)	106	151	183	215	219	223	227	229	230	231

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - SEWER FUND
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,111	1,150	1,183	1,266	1,341	1,419	1,462	1,505	1,551	1,597	1,645	1,694
User Charges & Fees	20	114	27	27	28	29	30	31	32	33	34	35
Interest & Investment Revenue	149	142	111	111	112	112	113	113	113	114	114	115
Other Revenues	8	4	7	7	7	7	8	8	8	8	9	9
Grants & Contributions provided for Operating Purposes	35	36	38	40	41	42	43	45	46	47	49	50
Grants & Contributions provided for Capital Purposes	-	12	796	41	42	43	45	46	47	49	50	52
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,323	1,458	2,161	1,492	1,571	1,653	1,700	1,748	1,797	1,848	1,900	1,955
Expenses from Continuing Operations												
Employee Benefits & On-Costs	174	208	240	249	258	267	276	286	296	306	317	328
Borrowing Costs	149	143	137	143	153	163	173	183	193	143	153	153
Materials & Contracts	520	340	376	379	381	383	386	388	391	393	396	399
Depreciation & Amortisation	374	367	375	386	397	409	422	435	448	462	477	492
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	100	205	203	210	219	227	236	246	256	266	276	287
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,317	1,262	1,331	1,367	1,407	1,449	1,492	1,537	1,583	1,570	1,619	1,659
Operating Result from Continuing Operations	6	196	830	125	163	204	207	211	214	278	282	295
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6	196	830	125	163	204	207	211	214	278	282	295
Net Operating Result before Grants and Contributions provided for Capital Purposes	6	184	34	84	121	160	162	165	167	229	231	244

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - QUARRY
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,995	1,927	2,085	2,147	2,212	2,278	2,346	2,417	2,489	2,564	2,641
Interest & Investment Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	250	293	302	311	321	330	340	350	361	372	383
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	10	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	-	2,255	2,220	2,387	2,458	2,532	2,608	2,686	2,767	2,850	2,936	3,024
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	484	454	470	486	503	521	539	558	577	598	618
Borrowing Costs	-	77	73	70	67	64	61	57	54	51	48	44
Materials & Contracts	-	1,100	1,315	1,358	1,404	1,451	1,499	1,549	1,601	1,655	1,711	1,768
Depreciation & Amortisation	-	20	20	20	20	20	20	20	20	20	20	20
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	312	301	311	321	332	343	355	367	379	392	406
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	-	1,993	2,163	2,229	2,298	2,370	2,444	2,521	2,600	2,683	2,769	2,857
Operating Result from Continuing Operations	-	262	57	157	160	162	164	166	167	167	167	166
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	-	262	57	157	160	162	164	166	167	167	167	166
Net Operating Result before Grants and Contributions provided for Capital Purposes	-	252	57	157	160	162	164	166	167	167	167	166

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - CONSOLIDATED
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,911	13,687	13,400	14,605	14,769	15,242	15,158	15,497	15,752	15,975	16,091	16,152
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,576	1,389	2,430	2,408	2,486	2,569	2,630	2,696	2,763	2,832	2,902	2,973
Inventories	1,099	1,586	1,715	1,776	1,838	1,902	1,969	2,037	2,109	2,183	2,259	2,338
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,549	16,751	17,548	18,791	19,095	19,715	19,759	20,233	20,627	20,992	21,254	21,466
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,411	241,943	245,337	247,111	247,425	247,882	248,999	249,769	250,698	251,790	253,055	254,458
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	232,916	242,439	245,834	247,610	247,926	248,385	249,504	250,276	251,208	252,302	253,570	254,976
TOTAL ASSETS	247,465	259,190	263,382	266,400	267,021	268,100	269,263	270,509	271,835	273,294	274,824	276,442
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	-	-	-	-	-	-	-	-	-	-	-
Payables	760	997	1,514	1,580	1,621	1,664	1,706	1,751	1,797	1,845	1,895	1,947
Borrowings	486	565	599	712	696	711	728	744	764	783	792	802
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,941	4,226	4,767	4,945	4,971	5,028	5,088	5,149	5,215	5,282	5,341	5,402
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	10,252	12,415	11,815	13,604	12,908	12,196	11,469	10,725	9,961	9,178	8,386	7,584
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	10,659	12,808	12,252	14,072	13,410	12,734	12,043	11,338	10,615	9,875	9,128	8,374
TOTAL LIABILITIES	14,600	17,035	17,019	19,017	18,380	17,762	17,131	16,487	15,830	15,157	14,469	13,776
Net Assets	232,865	242,155	246,363	247,383	248,640	250,338	252,132	254,022	256,005	258,137	260,355	262,666
EQUITY												
Retained Earnings	139,519	138,654	142,088	142,011	142,138	142,669	143,262	143,913	144,620	145,438	146,304	147,225
Revaluation Reserves	93,346	103,501	104,275	105,372	106,502	107,669	108,871	110,109	111,385	112,698	114,050	115,441
Council Equity Interest	232,865	242,155	246,363	247,383	248,640	250,338	252,132	254,022	256,005	258,137	260,355	262,666
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	232,865	242,155	246,363	247,383	248,640	250,338	252,132	254,022	256,005	258,137	260,355	262,666

092

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	8,085	10,858	11,108	12,436	12,655	13,086	12,961	13,259	13,477	13,609	13,648	13,586
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	991	743	1,540	1,464	1,505	1,549	1,581	1,617	1,654	1,691	1,728	1,766
Inventories	365	483	466	482	499	516	535	553	573	593	613	635
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,443	12,173	13,116	14,384	14,661	15,154	15,079	15,432	15,706	15,895	15,992	15,989
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	197,407	205,282	205,899	206,412	205,423	204,544	204,280	203,634	203,110	202,712	202,445	202,313
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	197,912	205,778	206,396	206,911	205,924	205,048	204,786	204,142	203,620	203,225	202,960	202,831
TOTAL ASSETS	207,355	217,951	219,512	221,295	220,585	220,201	219,865	219,574	219,326	219,120	218,952	218,820
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	692	930	1,443	1,508	1,548	1,589	1,631	1,674	1,718	1,765	1,813	1,863
Borrowings	229	302	302	404	411	417	424	432	440	448	457	467
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,320	3,897	4,399	4,566	4,612	4,660	4,709	4,759	4,812	4,867	4,924	4,983
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	4,536	6,961	6,659	8,755	8,344	7,928	7,502	7,070	6,630	6,182	5,725	5,258
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,943	7,355	7,096	9,223	8,846	8,464	8,077	7,684	7,285	6,879	6,467	6,047
TOTAL LIABILITIES	8,263	11,252	11,495	13,789	13,458	13,124	12,785	12,443	12,097	11,746	11,391	11,031
Net Assets	199,092	206,699	208,017	207,506	207,127	207,077	207,079	207,131	207,230	207,374	207,561	207,789
EQUITY												
Retained Earnings	116,719	115,437	117,044	116,533	116,154	116,105	116,107	116,158	116,257	116,402	116,589	116,817
Revaluation Reserves	82,373	91,262	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973
Council Equity Interest	199,092	206,699	208,017	207,506	207,127	207,077	207,079	207,131	207,230	207,374	207,561	207,789
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	199,092	206,699	208,017	207,506	207,127	207,077	207,079	207,131	207,230	207,374	207,561	207,789

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - WATER FUND
Scenario: Special Rates Variation

	Past Year	Current Year	Projected Years									
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	327	309	512	537	562	587	605	623	641	661	680	701
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,628	941	837	776	744	749	755	767	782	805	830	878
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
TOTAL ASSETS	18,540	19,580	20,921	21,521	22,170	22,868	23,589	24,331	25,096	25,881	26,687	27,511
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	34	34	37	38	40	41	43	44	46	48	50	52
Borrowings	114	112	112	112	112	112	112	112	112	112	112	112
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	148	146	149	151	152	154	155	157	159	160	162	164
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
TOTAL LIABILITIES	2,761	2,647	2,538	2,427	2,316	2,205	2,094	1,983	1,873	1,762	1,651	1,541
Net Assets	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
EQUITY												
Retained Earnings	11,497	11,458	12,366	12,518	12,700	12,915	13,134	13,358	13,584	13,813	14,044	14,274
Revaluation Reserves	4,282	5,475	6,017	6,577	7,154	7,748	8,360	8,990	9,639	10,306	10,992	11,696
Council Equity Interest	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - SEWER FUND
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	97	69	117	125	131	139	143	147	151	156	161	165
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,583	2,842	2,784	2,735	2,710	2,748	2,776	2,801	2,822	2,894	2,955	3,046
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
TOTAL ASSETS	19,883	20,387	21,630	22,150	22,715	23,360	24,018	24,689	25,373	26,129	26,897	27,698
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	21	20	21	22	22	22	23	23	24	24	25	25
Borrowings	101	108	143	153	131	140	149	158	169	180	180	180
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	122	128	164	174	153	162	172	181	193	205	205	206
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
TOTAL LIABILITIES	2,248	2,146	2,039	1,897	1,744	1,614	1,475	1,327	1,169	1,000	820	640
Net Assets	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
EQUITY												
Retained Earnings	10,944	11,140	11,970	12,095	12,259	12,462	12,670	12,880	13,095	13,372	13,654	13,949
Revaluation Reserves	6,691	7,101	7,621	8,158	8,712	9,284	9,873	10,482	11,109	11,756	12,422	13,108
Council Equity Interest	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - QUARRY
Scenario: Special Rates Variation

	Past Year	Current Year				Projected Years						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	161	268	262	282	288	295	302	309	317	324	332	340
Inventories	734	1,105	1,250	1,293	1,339	1,386	1,434	1,484	1,536	1,590	1,646	1,703
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	895	1,373	1,511	1,575	1,627	1,681	1,736	1,794	1,853	1,914	1,978	2,044
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	792	477	507	538	571	606	643	682	723	767	812	860
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	792	477	507	538	571	606	643	682	723	767	812	860
TOTAL ASSETS	1,687	1,850	2,019	2,114	2,199	2,287	2,380	2,476	2,576	2,681	2,790	2,903
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	576	700	680	648	616	587	561	537	517	501	491
Payables	13	13	12	12	11	11	10	10	9	9	8	7
Borrowings	42	42	42	42	42	42	42	42	42	42	42	42
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	351	631	754	734	701	669	639	612	588	568	551	540
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	977	935	893	851	809	767	725	683	641	599	557	515
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	977	935	893	851	809	767	725	683	641	599	557	515
TOTAL LIABILITIES	1,328	1,565	1,647	1,585	1,509	1,436	1,364	1,295	1,228	1,166	1,108	1,055
Net Assets	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
EQUITY												
Retained Earnings	359	621	707	865	1,025	1,187	1,351	1,517	1,684	1,851	2,018	2,184
Revaluation Reserves	-	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)
Council Equity Interest	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	Projected Years 2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,094	7,517	8,241	8,951	9,535	10,170	10,491	10,806	11,130	11,464	11,807	12,162
User Charges & Fees	2,471	5,217	3,891	4,207	4,348	4,478	4,612	4,751	4,893	5,040	5,191	5,347
Interest & Investment Revenue Received	579	585	487	560	566	566	578	577	580	583	586	590
Grants & Contributions	12,626	9,611	11,899	8,356	8,542	8,797	9,059	9,329	9,608	9,895	10,190	10,495
Bonds & Deposits Received	1	-	-	-	-	-	-	-	-	-	-	-
Other	2,348	982	2,631	3,308	3,367	3,468	3,571	3,678	3,789	3,902	4,019	4,140
Payments:												
Employee Benefits & On-Costs	(9,897)	(8,477)	(7,947)	(8,226)	(8,513)	(8,811)	(9,120)	(9,439)	(9,769)	(10,111)	(10,465)	(10,831)
Materials & Contracts	(7,149)	(6,232)	(6,948)	(7,704)	(7,991)	(8,288)	(8,596)	(8,914)	(9,243)	(9,584)	(9,937)	(10,302)
Borrowing Costs	(706)	(808)	(889)	(834)	(1,006)	(978)	(949)	(920)	(891)	(801)	(770)	(729)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	(2,778)	(4,422)	(3,421)	(3,539)	(3,680)	(3,788)	(3,917)	(4,052)	(4,192)	(4,337)	(4,488)	(4,644)
Net Cash provided (or used in) Operating Activities	4,589	3,962	7,943	5,081	5,188	5,616	5,730	5,816	5,904	6,050	6,134	6,225
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	188	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,077)	(4,431)	(7,404)	(5,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(14)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,903)	(3,420)	(7,404)	(5,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	3,860	2,800	-	2,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(420)	(559)	(566)	(599)	(712)	(696)	(711)	(728)	(744)	(764)	(783)	(782)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,431	2,241	(565)	1,901	(712)	(696)	(711)	(728)	(744)	(764)	(783)	(782)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117	2,783	(28)	1,204	164	473	(84)	339	255	223	116	62
plus: Cash, Cash Equivalents & Investments - beginning of year	9,794	10,911	13,694	13,667	14,872	15,036	15,509	15,425	15,764	16,019	16,242	16,358
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,872	15,036	15,509	15,425	15,764	16,019	16,242	16,358	16,419
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,872	15,036	15,509	15,425	15,764	16,019	16,242	16,358	16,419
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	11,872	13,694	13,667	14,872	15,036	15,509	15,425	15,764	16,019	16,242	16,358	16,419
Representing:												
- External Restrictions	7,148	6,765	6,353	6,210	6,122	6,133	6,145	6,159	6,173	6,243	6,306	6,419
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,291	2,677	4,025	4,276	4,739	4,643	4,968	5,209	5,361	5,415	5,364
	11,872	13,694	13,667	14,872	15,036	15,509	15,425	15,764	16,019	16,242	16,358	16,419

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Special Rates Variation

	Past Year	Current Year				Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,555	6,478	6,815	7,267	7,770	8,007	8,247	8,494	8,749	9,012	9,282
User Charges & Fees	-	2,267	985	1,161	1,196	1,232	1,269	1,307	1,346	1,386	1,428	1,471
Interest & Investment Revenue Received	-	346	274	346	350	351	361	359	361	364	366	368
Grants & Contributions	-	9,511	10,199	8,211	8,392	8,642	8,900	9,166	9,439	9,721	10,011	10,310
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	725	2,305	2,968	3,017	3,107	3,199	3,295	3,394	3,496	3,601	3,709
Payments:												
Employee Benefits & On-Costs	-	(7,499)	(7,028)	(7,274)	(7,529)	(7,792)	(8,065)	(8,347)	(8,640)	(8,942)	(9,255)	(9,579)
Materials & Contracts	-	(3,702)	(4,427)	(5,212)	(5,426)	(5,646)	(5,875)	(6,111)	(6,356)	(6,609)	(6,871)	(7,142)
Borrowing Costs	-	(382)	(474)	(432)	(607)	(580)	(553)	(526)	(499)	(470)	(442)	(413)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	-	(3,626)	(2,616)	(2,703)	(2,792)	(2,884)	(2,979)	(3,078)	(3,178)	(3,286)	(3,395)	(3,509)
Net Cash provided (or used in) Operating Activities	-	3,181	5,694	3,878	3,869	4,199	4,283	4,311	4,361	4,409	4,455	4,498
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,246)	(4,652)	(4,748)	(3,246)	(3,357)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,196)	(4,852)	(4,748)	(3,246)	(3,357)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,800	-	2,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(344)	(302)	(302)	(404)	(411)	(417)	(424)	(432)	(440)	(448)	(457)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	2,456	(302)	2,198	(404)	(411)	(417)	(424)	(432)	(440)	(448)	(457)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,441	539	1,327	219	432	(125)	298	218	132	39	(62)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	8,085	10,528	11,065	12,393	12,612	13,043	12,918	13,216	13,434	13,566	13,605
Cash & Cash Equivalents - end of the year	-	10,526	11,065	12,393	12,612	13,043	12,918	13,216	13,434	13,566	13,605	13,543
Cash & Cash Equivalents - end of the year	8,085	10,526	11,065	12,393	12,612	13,043	12,918	13,216	13,434	13,566	13,605	13,543
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	8,085	10,526	11,065	12,393	12,612	13,043	12,918	13,216	13,434	13,566	13,605	13,543
Representing:												
- External Restrictions	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,528	3,067	4,395	4,614	5,045	4,920	5,218	5,436	5,568	5,607	5,545
	8,085	10,526	11,065	12,393	12,612	13,043	12,918	13,216	13,434	13,566	13,605	13,543

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Special Rates Variation

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	765	644	878	933	988	1,026	1,057	1,088	1,121	1,155	1,189
User Charges & Fees	-	974	931	957	986	1,015	1,046	1,077	1,109	1,143	1,177	1,212
Interest & Investment Revenue Received	-	97	102	103	103	104	104	105	105	106	106	107
Grants & Contributions	-	43	866	65	67	69	71	73	75	78	80	82
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	3	26	31	32	33	34	35	36	37	38	39
Payments:												
Employee Benefits & On-Costs	-	(286)	(225)	(233)	(241)	(249)	(258)	(267)	(276)	(286)	(296)	(306)
Materials & Contracts	-	(719)	(686)	(711)	(736)	(762)	(788)	(816)	(845)	(874)	(905)	(936)
Borrowing Costs	-	(205)	(204)	(188)	(179)	(171)	(162)	(153)	(145)	(136)	(127)	(119)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(283)	(304)	(317)	(331)	(345)	(360)	(375)	(392)	(409)	(426)	(445)
Net Cash provided (or used in) Operating Activities	-	387	1,151	585	634	682	713	735	757	779	801	823
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(684)	(684)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(684)	(684)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(689)	(307)	(86)	(56)	(20)	(12)	(7)	(3)	4	5	27
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,301	632	325	239	183	162	151	144	141	145	150
Cash & Cash Equivalents - end of the year	-	632	325	239	183	162	151	144	141	145	150	177
Cash & Cash Equivalents - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Representing:												
- External Restrictions	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	1	(668)	(975)	(1,061)	(1,117)	(1,138)	(1,149)	(1,156)	(1,159)	(1,155)	(1,150)	(1,123)
	1,301	632	325	239	183	162	151	144	141	145	150	177

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - SEWER FUND
Scenario: Special Rates Variation

	Past Year	Current Year	Projected Years									
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,197	1,119	1,259	1,334	1,412	1,458	1,502	1,547	1,593	1,641	1,690
User Charges & Fees	-	94	43	27	28	28	29	30	31	32	33	34
Interest & Investment Revenue Received	-	142	111	111	112	112	113	113	113	114	114	115
Grants & Contributions	-	48	834	81	83	85	88	91	93	96	99	102
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4	7	7	7	7	8	8	8	8	9	9
Payments:												
Employee Benefits & On-Costs	-	(208)	(240)	(249)	(258)	(267)	(276)	(286)	(296)	(306)	(317)	(328)
Materials & Contracts	-	(341)	(375)	(378)	(380)	(383)	(385)	(388)	(390)	(393)	(396)	(398)
Borrowing Costs	-	(143)	(137)	(143)	(153)	(163)	(173)	(183)	(193)	(143)	(153)	(153)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(205)	(203)	(210)	(219)	(227)	(236)	(246)	(256)	(266)	(276)	(287)
Net Cash provided (or used in) Operating Activities	-	590	1,159	504	554	606	625	642	659	736	755	784
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(202)	(1,156)	(418)	(433)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	759	(1,156)	(418)	(433)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(150)	(169)	(180)	(180)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,247	(105)	(57)	(31)	30	24	21	17	67	57	86
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795
Cash & Cash Equivalents - end of the year	-	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Cash & Cash Equivalents - end of the year	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Representing:												
- External Restrictions	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	286	181	124	93	123	147	168	185	252	309	395
	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - QUARRY
Scenario: Special Rates Variation

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,883	1,931	2,063	2,138	2,203	2,269	2,337	2,407	2,479	2,553	2,630
Interest & Investment Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	10	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	250	293	302	311	321	330	340	350	361	372	383
Payments:												
Employee Benefits & On-Costs	-	(484)	(454)	(470)	(486)	(503)	(521)	(539)	(558)	(577)	(598)	(618)
Materials & Contracts	-	(1,471)	(1,460)	(1,402)	(1,449)	(1,497)	(1,548)	(1,599)	(1,653)	(1,709)	(1,766)	(1,826)
Borrowing Costs	-	(77)	(74)	(71)	(68)	(64)	(61)	(58)	(55)	(51)	(48)	(45)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(307)	(299)	(309)	(319)	(330)	(341)	(353)	(364)	(377)	(390)	(403)
Net Cash provided (or used in) Operating Activities	-	(198)	(81)	114	128	129	129	128	127	126	123	121
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(237)	(153)	20	33	31	29	27	24	20	16	10
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)

Annexure E

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,081	7,688	8,240	8,985	9,564	10,201	10,507	10,822	11,147	11,481	11,826	12,180
User Charges & Fees	2,709	5,101	4,022	4,242	4,370	4,501	4,636	4,775	4,918	5,066	5,218	5,374
Interest & Investment Revenue	653	565	570	573	575	578	580	583	585	588	591	594
Other Revenues	2,624	831	3,193	3,289	3,388	3,489	3,594	3,702	3,813	3,927	4,045	4,166
Grants & Contributions provided for Operating Purposes	11,470	9,422	8,523	8,212	8,459	8,712	8,974	9,243	9,520	9,806	10,100	10,403
Grants & Contributions provided for Capital Purposes	207	181	3,631	88	89	90	92	93	94	96	97	99
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**24,744**	**23,941**	**28,219**	**25,430**	**26,484**	**27,612**	**28,423**	**29,258**	**30,118**	**31,004**	**31,917**	**32,857**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,178	8,704	7,947	8,226	8,513	8,811	9,120	9,439	9,769	10,111	10,465	10,831
Borrowing Costs	766	830	883	931	1,070	1,034	998	961	923	825	786	737
Materials & Contracts	5,692	5,907	7,408	7,685	7,971	8,267	8,574	8,892	9,221	9,561	9,913	10,277
Depreciation & Amortisation	5,012	4,880	5,113	5,140	5,167	5,196	5,227	5,258	5,291	5,326	5,362	5,399
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,875	4,482	3,464	3,584	3,707	3,835	3,968	4,105	4,248	4,396	4,549	4,708
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,547**	**24,804**	**24,816**	**25,565**	**26,429**	**27,145**	**27,886**	**28,655**	**29,452**	**30,219**	**31,075**	**31,953**
Operating Result from Continuing Operations	**197**	**(863)**	**3,403**	**(135)**	**55**	**467**	**536**	**602**	**666**	**785**	**842**	**904**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**197**	**(863)**	**3,403**	**(135)**	**55**	**467**	**536**	**602**	**666**	**785**	**842**	**904**
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10)	(1,044)	(228)	(223)	(34)	376	444	509	571	690	744	805

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,639	5,735	6,220	6,823	7,274	7,777	8,010	8,250	8,498	8,753	9,015	9,286
User Charges & Fees	1,826	2,074	1,132	1,166	1,201	1,237	1,274	1,312	1,352	1,392	1,434	1,477
Interest & Investment Revenue	489	326	357	359	360	362	363	365	367	369	370	372
Other Revenues	2,614	573	2,863	2,949	3,037	3,128	3,222	3,319	3,418	3,521	3,627	3,735
Grants & Contributions provided for Operating Purposes	11,414	9,343	8,421	8,108	8,351	8,601	8,859	9,125	9,399	9,681	9,971	10,270
Grants & Contributions provided for Capital Purposes	207	158	2,032	47	47	47	47	47	47	47	47	47
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	22,189	18,365	21,065	19,491	20,310	21,192	21,816	22,459	23,121	23,803	24,505	25,228
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,658	7,726	7,028	7,274	7,529	7,792	8,065	8,347	8,640	8,942	9,255	9,579
Borrowing Costs	420	406	469	530	671	637	603	567	532	495	459	421
Materials & Contracts	4,450	3,748	5,028	5,235	5,449	5,670	5,900	6,137	6,382	6,637	6,900	7,172
Depreciation & Amortisation	4,120	4,085	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,585	3,682	2,657	2,745	2,837	2,931	3,028	3,129	3,234	3,342	3,454	3,570
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	21,257	19,646	19,458	20,061	20,761	21,306	21,871	22,456	23,063	23,691	24,342	25,017
Operating Result from Continuing Operations	932	(1,282)	1,607	(569)	(451)	(114)	(55)	3	58	111	163	212
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	932	(1,282)	1,607	(569)	(451)	(114)	(55)	3	58	111	163	212
Net Operating Result before Grants and Contributions provided for Capital Purposes	725	(1,440)	(425)	(618)	(498)	(161)	(102)	(44)	11	64	116	165

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - WATER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	331	803	837	896	949	1,005	1,035	1,066	1,098	1,131	1,165	1,200
User Charges & Fees	863	918	936	964	993	1,023	1,054	1,086	1,118	1,152	1,186	1,222
Interest & Investment Revenue	15	97	102	103	103	104	104	105	105	106	106	107
Other Revenues	2	3	30	31	32	33	34	35	36	37	38	39
Grants & Contributions provided for Operating Purposes	21	43	63	65	67	69	71	73	75	78	80	82
Grants & Contributions provided for Capital Purposes	-	-	803	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,232	1,862	2,772	2,060	2,145	2,234	2,299	2,365	2,433	2,503	2,576	2,650
Expenses from Continuing Operations												
Employee Benefits & On-Costs	346	286	225	233	241	249	258	267	276	286	296	306
Borrowing Costs	197	205	204	188	179	171	162	153	145	136	127	119
Materials & Contracts	722	719	688	713	737	763	790	818	846	876	907	938
Depreciation & Amortisation	518	408	442	458	474	491	509	528	547	568	589	611
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	190	283	304	317	331	345	360	375	392	409	426	445
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,973	1,902	1,864	1,908	1,963	2,020	2,079	2,141	2,206	2,274	2,345	2,420
Operating Result from Continuing Operations	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Net Operating Result before Grants and Contributions provided for Capital Purposes	(741)	(39)	106	151	183	215	219	223	227	229	230	231

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - SEWER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,111	1,150	1,183	1,266	1,341	1,419	1,462	1,505	1,551	1,597	1,645	1,694
User Charges & Fees	20	114	27	27	28	29	30	31	32	33	34	35
Interest & Investment Revenue	149	142	111	111	112	112	113	113	113	114	114	115
Other Revenues	8	4	7	7	7	7	8	8	8	8	9	9
Grants & Contributions provided for Operating Purposes	35	36	38	40	41	42	43	45	46	47	49	50
Grants & Contributions provided for Capital Purposes	-	12	796	41	42	43	45	46	47	49	50	52
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**1,323**	**1,458**	**2,161**	**1,492**	**1,571**	**1,653**	**1,700**	**1,748**	**1,797**	**1,848**	**1,900**	**1,955**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	174	208	240	249	258	267	276	286	296	306	317	328
Borrowing Costs	149	143	137	143	153	163	173	183	193	143	153	153
Materials & Contracts	520	340	376	379	381	383	386	388	391	393	396	399
Depreciation & Amortisation	374	367	375	386	397	409	422	435	448	462	477	492
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	100	205	203	210	219	227	236	246	256	266	276	287
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**1,317**	**1,262**	**1,331**	**1,367**	**1,407**	**1,449**	**1,492**	**1,537**	**1,583**	**1,570**	**1,619**	**1,659**
Operating Result from Continuing Operations	**6**	**196**	**830**	**126**	**163**	**204**	**207**	**211**	**214**	**278**	**282**	**295**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**6**	**196**	**830**	**126**	**163**	**204**	**207**	**211**	**214**	**278**	**282**	**295**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**6**	**184**	**34**	**84**	**121**	**160**	**162**	**165**	**167**	**229**	**231**	**244**

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - QUARRY
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,995	1,927	2,085	2,147	2,212	2,278	2,346	2,417	2,489	2,564	2,641
Interest & Investment Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	250	293	302	311	321	330	340	350	361	372	383
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	10	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	-	2,255	2,220	2,387	2,458	2,532	2,608	2,686	2,767	2,850	2,936	3,024
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	484	454	470	486	503	521	539	558	577	598	618
Borrowing Costs	-	77	73	70	67	64	61	57	54	51	48	44
Materials & Contracts	-	1,100	1,315	1,358	1,404	1,451	1,499	1,549	1,601	1,655	1,711	1,768
Depreciation & Amortisation	-	20	20	20	20	20	20	20	20	20	20	20
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	312	301	311	321	332	343	355	367	379	392	406
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	-	1,993	2,163	2,229	2,298	2,370	2,444	2,521	2,600	2,683	2,769	2,857
Operating Result from Continuing Operations	-	262	57	157	160	162	164	166	167	167	167	166
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	-	262	57	157	160	162	164	166	167	167	167	166
Net Operating Result before Grants and Contributions provided for Capital Purposes	-	252	57	157	160	162	164	166	167	167	167	166

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - CONSOLIDATED
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,911	13,687	13,400	14,342	14,060	14,088	13,558	13,451	13,260	13,036	12,706	12,320
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,576	1,389	2,430	2,406	2,481	2,561	2,618	2,681	2,745	2,810	2,876	2,944
Inventories	1,099	1,586	1,715	1,776	1,838	1,902	1,969	2,037	2,109	2,183	2,259	2,338
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,549	16,751	17,548	18,526	18,381	18,552	18,147	18,171	18,115	18,031	17,843	17,605
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,411	241,943	245,337	251,111	251,425	251,882	252,999	253,769	254,698	255,790	257,055	258,458
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	232,916	242,439	245,834	251,610	251,926	252,385	253,504	254,276	255,208	256,302	257,570	258,976
TOTAL ASSETS	247,465	259,190	263,382	270,135	270,307	270,937	271,651	272,448	273,323	274,333	275,413	276,581
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	-	-	-	-	-	-	-	-	-	-	-
Payables	760	997	1,514	1,647	1,681	1,717	1,753	1,791	1,830	1,870	1,913	1,957
Borrowings	486	565	599	1,082	1,074	1,097	1,121	1,146	1,173	1,201	1,218	1,236
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,941	4,226	4,767	5,383	5,409	5,468	5,528	5,590	5,656	5,725	5,785	5,847
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	10,252	12,415	11,815	16,960	15,886	14,789	13,668	12,522	11,349	10,149	8,930	7,694
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	10,659	12,808	12,252	17,429	16,388	15,327	14,243	13,136	12,004	10,846	9,673	8,484
TOTAL LIABILITIES	14,600	17,035	17,019	22,811	21,797	20,794	19,770	18,726	17,660	16,571	15,457	14,331
Net Assets	232,865	242,155	246,363	247,324	248,510	250,143	251,881	253,722	255,663	257,762	259,956	262,251
EQUITY												
Retained Earnings	139,519	138,654	142,088	141,952	142,007	142,474	143,010	143,613	144,278	145,064	145,906	146,810
Revaluation Reserves	93,346	103,501	104,275	105,372	106,502	107,669	108,871	110,109	111,385	112,698	114,050	115,441
Council Equity Interest	232,865	242,155	246,363	247,324	248,510	250,143	251,881	253,722	255,663	257,762	259,956	262,251
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	232,865	242,155	246,363	247,324	248,510	250,143	251,881	253,722	255,663	257,762	259,956	262,251

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	8,085	10,858	11,108	12,173	11,946	11,932	11,361	11,213	10,985	10,670	10,262	9,754
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	991	743	1,540	1,462	1,500	1,540	1,569	1,602	1,635	1,669	1,703	1,737
Inventories	365	483	466	482	499	516	535	553	573	593	613	635
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,443	12,173	13,116	14,120	13,947	13,991	13,467	13,370	13,195	12,934	12,581	12,129
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	197,407	205,282	205,899	210,412	209,423	208,544	208,280	207,634	207,110	206,712	206,445	206,313
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	197,912	205,778	206,396	210,911	209,924	209,048	208,786	208,142	207,620	207,225	206,960	206,831
TOTAL ASSETS	207,355	217,951	219,512	225,031	223,871	223,038	222,252	221,512	220,815	220,159	219,542	218,959
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	692	930	1,443	1,575	1,608	1,643	1,677	1,713	1,751	1,790	1,830	1,873
Borrowings	229	302	302	775	789	803	818	833	849	866	883	902
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,320	3,897	4,399	5,004	5,050	5,099	5,149	5,200	5,254	5,309	5,367	5,428
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	4,536	6,961	6,659	12,111	11,322	10,519	9,701	8,868	8,019	7,153	6,269	5,368
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,943	7,355	7,096	12,580	11,824	11,057	10,276	9,482	8,673	7,850	7,012	6,157
TOTAL LIABILITIES	8,263	11,252	11,495	17,583	16,875	16,156	15,425	14,682	13,927	13,159	12,379	11,585
Net Assets	199,092	206,699	208,017	207,447	206,996	206,883	206,828	206,830	206,888	207,000	207,163	207,374
EQUITY												
Retained Earnings	116,719	115,437	117,044	116,475	116,024	115,910	115,855	115,858	115,916	116,027	116,190	116,402
Revaluation Reserves	82,373	91,262	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973
Council Equity Interest	199,092	206,699	208,017	207,447	206,996	206,883	206,828	206,830	206,888	207,000	207,163	207,374
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	199,092	206,699	208,017	207,447	206,996	206,883	206,828	206,830	206,888	207,000	207,163	207,374

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - WATER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	327	309	512	537	562	587	605	623	641	661	680	701
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,628	941	837	776	744	749	755	767	782	805	830	878
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
TOTAL ASSETS	18,540	19,580	20,921	21,521	22,170	22,868	23,589	24,331	25,096	25,881	26,687	27,511
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	34	34	37	38	40	41	43	44	46	48	50	52
Borrowings	114	112	112	112	112	112	112	112	112	112	112	112
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	148	146	149	151	152	154	155	157	159	160	162	164
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
TOTAL LIABILITIES	2,761	2,647	2,538	2,427	2,316	2,205	2,094	1,983	1,873	1,762	1,651	1,541
Net Assets	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
EQUITY												
Retained Earnings	11,497	11,458	12,366	12,518	12,700	12,915	13,134	13,358	13,584	13,813	14,044	14,274
Revaluation Reserves	4,282	5,475	6,017	6,577	7,154	7,748	8,360	8,990	9,639	10,306	10,992	11,696
Council Equity Interest	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - SEWER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	97	69	117	125	131	139	143	147	151	156	161	165
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,583	2,842	2,784	2,735	2,710	2,748	2,776	2,801	2,822	2,894	2,955	3,046
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
TOTAL ASSETS	19,883	20,387	21,630	22,150	22,715	23,360	24,018	24,689	25,373	26,129	26,897	27,698
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	21	20	21	22	22	22	23	23	24	24	25	25
Borrowings	101	108	143	153	131	140	149	158	169	180	180	180
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	122	128	164	174	153	162	172	181	193	205	205	206
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
TOTAL LIABILITIES	2,248	2,146	2,039	1,897	1,744	1,614	1,475	1,327	1,169	1,000	820	640
Net Assets	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
EQUITY												
Retained Earnings	10,944	11,140	11,970	12,095	12,259	12,462	12,670	12,880	13,095	13,372	13,654	13,949
Revaluation Reserves	6,691	7,101	7,621	8,158	8,712	9,284	9,873	10,482	11,109	11,756	12,422	13,108
Council Equity Interest	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - QUARRY
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	161	268	262	282	288	295	302	309	317	324	332	340
Inventories	734	1,105	1,250	1,293	1,339	1,386	1,434	1,484	1,536	1,590	1,646	1,703
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	895	1,373	1,511	1,575	1,627	1,681	1,736	1,794	1,853	1,914	1,978	2,044
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	792	477	507	538	571	606	643	682	723	767	812	860
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	792	477	507	538	571	606	643	682	723	767	812	860
TOTAL ASSETS	1,687	1,850	2,019	2,114	2,199	2,287	2,380	2,476	2,576	2,681	2,790	2,903
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	576	700	680	648	616	587	561	537	517	501	491
Payables	13	13	12	12	11	11	10	10	9	9	8	7
Borrowings	42	42	42	42	42	42	42	42	42	42	42	42
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	351	631	754	734	701	669	639	612	588	568	551	540
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	977	935	893	851	809	767	725	683	641	599	557	515
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	977	935	893	851	809	767	725	683	641	599	557	515
TOTAL LIABILITIES	1,328	1,565	1,647	1,585	1,509	1,436	1,364	1,295	1,228	1,166	1,108	1,055
Net Assets	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
EQUITY												
Retained Earnings	359	621	707	865	1,025	1,187	1,351	1,517	1,684	1,851	2,018	2,184
Revaluation Reserves	-	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)
Council Equity Interest	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,094	7,517	8,241	8,951	9,535	10,170	10,491	10,808	11,130	11,464	11,807	12,162
User Charges & Fees	2,471	5,217	3,891	4,207	4,348	4,478	4,612	4,751	4,893	5,040	5,191	5,347
Interest & Investment Revenue Received	579	585	487	562	569	570	581	580	583	588	590	593
Grants & Contributions	12,626	9,611	11,899	8,356	8,542	8,797	9,059	9,329	9,608	9,895	10,190	10,495
Bonds & Deposits Received	1	-	-	-	-	-	-	-	-	-	-	-
Other	2,348	982	2,631	3,308	3,367	3,468	3,571	3,678	3,789	3,902	4,019	4,140
Payments:												
Employee Benefits & On-Costs	(9,897)	(8,477)	(7,947)	(8,226)	(8,513)	(8,811)	(9,120)	(9,439)	(9,769)	(10,111)	(10,465)	(10,831)
Materials & Contracts	(7,149)	(6,232)	(6,948)	(7,704)	(7,891)	(8,268)	(8,596)	(8,914)	(9,243)	(9,584)	(9,937)	(10,302)
Borrowing Costs	(708)	(806)	(889)	(826)	(1,085)	(1,049)	(1,013)	(976)	(939)	(841)	(803)	(753)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	(2,778)	(4,422)	(3,421)	(3,539)	(3,660)	(3,786)	(3,917)	(4,052)	(4,192)	(4,337)	(4,488)	(4,644)
Net Cash provided (or used in) Operating Activities	4,589	3,962	7,943	5,091	5,111	5,548	5,669	5,763	5,859	6,013	6,105	6,205
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	188	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,077)	(4,431)	(7,404)	(9,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(14)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,903)	(3,420)	(7,404)	(9,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	3,860	2,800	-	6,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(429)	(559)	(565)	(872)	(1,082)	(1,074)	(1,097)	(1,121)	(1,148)	(1,173)	(1,201)	(1,218)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,431	2,241	(585)	5,628	(1,082)	(1,074)	(1,097)	(1,121)	(1,148)	(1,173)	(1,201)	(1,218)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117	2,783	(28)	941	(282)	27	(530)	(107)	(191)	(224)	(330)	(385)
plus: Cash, Cash Equivalents & Investments - beginning of year	9,794	10,911	13,694	13,667	14,609	14,327	14,355	13,825	13,718	13,527	13,303	12,973
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,609	14,327	14,355	13,825	13,718	13,527	13,303	12,973	12,587
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,609	14,327	14,355	13,825	13,718	13,527	13,303	12,973	12,587
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	11,872	13,694	13,667	14,609	14,327	14,355	13,825	13,718	13,527	13,303	12,973	12,587
Representing:												
- External Restrictions	7,148	6,765	6,353	6,210	6,122	6,133	6,145	6,159	6,173	6,243	6,306	6,419
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,291	2,677	3,762	3,568	3,585	3,043	2,921	2,717	2,422	2,030	1,532
	11,872	13,694	13,667	14,609	14,327	14,355	13,825	13,718	13,527	13,303	12,973	12,587

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,555	6,478	6,815	7,287	7,770	8,007	8,247	8,494	8,749	9,012	9,282
User Charges & Fees	-	2,267	985	1,161	1,196	1,232	1,269	1,307	1,346	1,386	1,428	1,471
Interest & Investment Revenue Received	-	346	274	348	354	354	364	362	365	367	369	372
Grants & Contributions	-	9,511	10,199	8,211	8,392	8,642	8,900	9,166	9,439	9,721	10,011	10,310
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	725	2,305	2,958	3,017	3,107	3,199	3,295	3,394	3,498	3,601	3,709
Payments:												
Employee Benefits & On-Costs	-	(7,499)	(7,028)	(7,274)	(7,529)	(7,792)	(8,065)	(8,347)	(8,640)	(8,942)	(9,255)	(9,579)
Materials & Contracts	-	(3,702)	(4,427)	(5,212)	(5,426)	(5,646)	(5,875)	(6,111)	(6,356)	(6,609)	(5,871)	(7,142)
Borrowing Costs	-	(382)	(474)	(424)	(685)	(651)	(517)	(582)	(547)	(511)	(474)	(437)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	-	(3,626)	(2,616)	(2,703)	(2,792)	(2,884)	(2,979)	(3,078)	(3,180)	(3,296)	(3,395)	(3,509)
Net Cash provided (or used in) Operating Activities	-	3,181	5,694	3,888	3,794	4,131	4,203	4,259	4,316	4,372	4,426	4,477
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,246)	(4,852)	(8,748)	(3,246)	(3,257)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,196)	(4,852)	(8,748)	(3,246)	(3,257)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,800	-	6,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(344)	(302)	(575)	(775)	(789)	(803)	(818)	(833)	(849)	(866)	(883)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	2,456	(302)	5,925	(775)	(789)	(803)	(818)	(833)	(849)	(866)	(883)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,441	539	1,065	(227)	(14)	(571)	(148)	(228)	(315)	(408)	(509)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	8,085	10,526	11,065	12,130	11,903	11,889	11,318	11,170	10,942	10,627	10,219
Cash & Cash Equivalents - end of the year	-	10,526	11,065	12,130	11,903	11,889	11,318	11,170	10,942	10,627	10,219	9,711
Cash & Cash Equivalents - end of the year	8,085	10,526	11,065	12,130	11,903	11,889	11,318	11,170	10,942	10,627	10,219	9,711
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	8,085	10,526	11,065	12,130	11,903	11,889	11,318	11,170	10,942	10,627	10,219	9,711
Representing:												
- External Restrictions	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,528	3,067	4,132	3,905	3,891	3,320	3,172	2,944	2,629	2,221	1,713
	8,085	10,526	11,065	12,130	11,903	11,889	11,318	11,170	10,942	10,627	10,219	9,711

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year				Projected Years						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	765	844	878	933	988	1,026	1,057	1,088	1,121	1,155	1,189
User Charges & Fees	-	974	931	957	986	1,015	1,046	1,077	1,109	1,143	1,177	1,212
Interest & Investment Revenue Received	-	97	102	103	103	104	104	105	105	106	108	107
Grants & Contributions	-	43	866	65	67	69	71	73	75	78	80	82
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	3	26	31	32	33	34	35	36	37	38	39
Payments:												
Employee Benefits & On-Costs	-	(288)	(225)	(233)	(241)	(249)	(258)	(267)	(276)	(286)	(296)	(306)
Materials & Contracts	-	(719)	(686)	(711)	(736)	(762)	(788)	(816)	(845)	(874)	(905)	(938)
Borrowing Costs	-	(205)	(204)	(188)	(179)	(171)	(162)	(153)	(145)	(136)	(127)	(119)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(283)	(304)	(317)	(331)	(345)	(360)	(375)	(392)	(409)	(426)	(445)
Net Cash provided (or used in) Operating Activities	-	387	1,151	585	634	682	713	735	757	779	801	823
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(942)	(1,340)	(559)	(578)	(590)	(612)	(629)	(645)	(663)	(684)	(684)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(684)	(684)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(869)	(307)	(86)	(56)	(20)	(12)	(7)	(3)	4	5	27
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,301	632	325	239	183	162	151	144	141	145	150
Cash & Cash Equivalents - end of the year	-	632	325	239	183	162	151	144	141	145	150	177
Cash & Cash Equivalents - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Representing:												
- External Restrictions	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
- Internal Restricitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	1	(668)	(975)	(1,061)	(1,117)	(1,138)	(1,149)	(1,156)	(1,159)	(1,155)	(1,150)	(1,123)
	1,301	632	325	239	183	162	151	144	141	145	150	177

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - SEWER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,197	1,119	1,259	1,334	1,412	1,458	1,502	1,547	1,593	1,641	1,690
User Charges & Fees	-	94	43	27	28	28	29	30	31	32	33	34
Interest & Investment Revenue Received	-	142	111	111	112	112	113	113	113	114	114	115
Grants & Contributions	-	48	834	81	83	85	88	91	93	96	99	102
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4	7	7	7	7	8	8	8	8	9	9
Payments:												
Employee Benefits & On-Costs	-	(208)	(240)	(249)	(258)	(267)	(276)	(286)	(296)	(306)	(317)	(328)
Materials & Contracts	-	(341)	(375)	(378)	(380)	(383)	(385)	(388)	(390)	(393)	(396)	(398)
Borrowing Costs	-	(143)	(137)	(143)	(153)	(163)	(173)	(183)	(193)	(143)	(153)	(153)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(205)	(203)	(210)	(219)	(227)	(236)	(246)	(256)	(266)	(276)	(287)
Net Cash provided (or used in) Operating Activities	-	590	1,159	504	554	606	625	642	639	738	755	784
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(202)	(1,156)	(418)	(433)	(445)	(462)	(472)	(464)	(500)	(517)	(517)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	759	(1,156)	(418)	(433)	(445)	(462)	(472)	(464)	(500)	(517)	(517)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,247	(105)	(57)	(31)	30	24	21	17	67	57	86
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795
Cash & Cash Equivalents - end of the year	-	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Cash & Cash Equivalents - end of the year	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Representing:												
- External Restrictions	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	286	181	124	93	123	147	168	185	252	309	395
	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - QUARRY
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year				Projected Years						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,883	1,931	2,063	2,138	2,203	2,269	2,337	2,407	2,479	2,553	2,630
Interest & Investment Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	10	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	250	293	302	311	321	330	340	350	361	372	383
Payments:												
Employee Benefits & On-Costs	-	(484)	(454)	(470)	(486)	(503)	(521)	(539)	(558)	(577)	(598)	(618)
Materials & Contracts	-	(1,471)	(1,460)	(1,402)	(1,449)	(1,497)	(1,548)	(1,599)	(1,653)	(1,709)	(1,766)	(1,826)
Borrowing Costs	-	(77)	(74)	(71)	(68)	(64)	(61)	(58)	(55)	(51)	(48)	(45)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(307)	(299)	(309)	(319)	(330)	(341)	(353)	(364)	(377)	(390)	(403)
Net Cash provided (or used in) Operating Activities	-	(196)	(61)	114	128	129	129	128	127	126	123	121
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(237)	(153)	20	33	31	29	27	24	20	16	10
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)

Annexure F

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,081	7,688	8,240	8,985	9,564	10,201	10,507	10,822	11,147	11,481	11,826	12,180
User Charges & Fees	2,709	5,101	4,022	4,242	4,370	4,501	4,636	4,775	4,918	5,066	5,218	5,374
Interest & Investment Revenue	653	565	570	573	575	578	580	583	585	588	591	594
Other Revenues	2,624	831	3,193	3,289	3,388	3,489	3,594	3,702	3,813	3,927	4,045	4,166
Grants & Contributions provided for Operating Purposes	11,470	9,422	8,523	8,212	8,459	8,712	8,974	9,243	9,520	9,806	10,100	10,403
Grants & Contributions provided for Capital Purposes	207	181	3,631	88	89	90	92	93	94	96	97	99
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**24,744**	**23,941**	**28,219**	**25,430**	**26,484**	**27,612**	**28,423**	**29,258**	**30,118**	**31,004**	**31,917**	**32,857**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,178	8,704	7,947	8,226	8,513	8,811	9,120	9,439	9,769	10,111	10,465	10,831
Borrowing Costs	766	830	883	1,020	1,180	1,135	1,089	1,041	992	882	830	766
Materials & Contracts	5,692	5,907	7,408	7,685	7,971	8,267	8,574	8,892	9,221	9,561	9,913	10,277
Depreciation & Amortisation	5,012	4,880	5,113	5,140	5,167	5,196	5,227	5,258	5,291	5,326	5,362	5,399
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,875	4,482	3,464	3,584	3,707	3,835	3,968	4,105	4,248	4,396	4,549	4,708
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,547**	**24,804**	**24,816**	**25,653**	**26,540**	**27,246**	**27,978**	**28,736**	**29,521**	**30,275**	**31,118**	**31,982**
Operating Result from Continuing Operations	**197**	(863)	**3,403**	(224)	(56)	**366**	**445**	**522**	**597**	**729**	**798**	**875**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**197**	**(863)**	**3,403**	**(224)**	**(55)**	**366**	**445**	**522**	**597**	**729**	**798**	**875**
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10)	(1,044)	(228)	(312)	(145)	**275**	**353**	**429**	**502**	**633**	**701**	**776**

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,639	5,735	6,220	6,823	7,274	7,777	8,010	8,250	8,498	8,753	9,015	9,286
User Charges & Fees	1,826	2,074	1,132	1,166	1,201	1,237	1,274	1,312	1,352	1,392	1,434	1,477
Interest & Investment Revenue	489	326	357	359	360	362	363	365	367	369	370	372
Other Revenues	2,614	573	2,863	2,949	3,037	3,128	3,222	3,319	3,418	3,521	3,627	3,735
Grants & Contributions provided for Operating Purposes	11,414	9,343	8,421	8,108	8,351	8,601	8,859	9,125	9,399	9,681	9,971	10,270
Grants & Contributions provided for Capital Purposes	207	158	2,032	47	47	47	47	47	47	47	47	47
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**22,189**	**18,365**	**21,065**	**19,491**	**20,310**	**21,192**	**21,816**	**22,469**	**23,121**	**23,803**	**24,505**	**25,228**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,658	7,726	7,028	7,274	7,529	7,792	8,065	8,347	8,640	8,942	9,255	9,579
Borrowing Costs	420	406	469	619	781	738	694	648	601	552	502	450
Materials & Contracts	4,450	3,748	5,028	5,235	5,449	5,670	5,900	6,137	6,382	6,637	6,900	7,172
Depreciation & Amortisation	4,120	4,085	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,585	3,682	2,657	2,745	2,837	2,931	3,028	3,129	3,234	3,342	3,454	3,570
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**21,257**	**19,646**	**19,458**	**20,149**	**20,871**	**21,407**	**21,962**	**22,537**	**23,132**	**23,748**	**24,385**	**25,046**
Operating Result from Continuing Operations	**932**	(1,282)	**1,607**	(658)	(561)	(215)	(146)	(78)	(11)	**55**	**119**	**182**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**932**	(1,282)	**1,607**	(658)	(561)	(215)	(146)	(78)	(11)	**55**	**119**	**182**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**725**	(1,440)	(425)	(705)	(600)	(262)	(193)	(125)	(58)	**8**	**72**	**135**

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - WATER FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	331	803	837	896	949	1,005	1,035	1,066	1,098	1,131	1,165	1,200
User Charges & Fees	863	918	936	964	993	1,023	1,054	1,086	1,118	1,152	1,186	1,222
Interest & Investment Revenue	15	97	102	103	103	104	104	105	105	106	106	107
Other Revenues	2	3	30	31	32	33	34	35	36	37	38	39
Grants & Contributions provided for Operating Purposes	21	43	63	65	67	69	71	73	75	78	80	82
Grants & Contributions provided for Capital Purposes	-	-	803	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,232	1,862	2,772	2,060	2,145	2,234	2,299	2,365	2,433	2,503	2,576	2,650
Expenses from Continuing Operations												
Employee Benefits & On-Costs	346	286	225	233	241	249	258	267	276	286	296	306
Borrowing Costs	197	205	204	188	179	171	162	153	145	136	127	119
Materials & Contracts	722	719	688	713	737	763	790	818	846	876	907	938
Depreciation & Amortisation	518	408	442	458	474	491	509	528	547	568	589	611
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	190	283	304	317	331	345	360	375	392	409	426	445
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,973	1,902	1,864	1,908	1,963	2,020	2,079	2,141	2,206	2,274	2,345	2,420
Operating Result from Continuing Operations	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Net Operating Result before Grants and Contributions provided for Capital Purposes	(741)	(39)	106	151	183	215	219	223	227	229	230	231

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - SEWER FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,111	1,150	1,183	1,266	1,341	1,419	1,462	1,505	1,551	1,597	1,645	1,694
User Charges & Fees	20	114	27	27	28	29	30	31	32	33	34	35
Interest & Investment Revenue	149	142	111	111	112	112	113	113	113	114	114	115
Other Revenues	8	4	7	7	7	7	8	8	8	8	9	9
Grants & Contributions provided for Operating Purposes	35	36	38	40	41	42	43	45	46	47	49	50
Grants & Contributions provided for Capital Purposes	-	12	796	41	42	43	45	46	47	49	50	52
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,323	1,458	2,161	1,492	1,571	1,653	1,700	1,748	1,797	1,848	1,900	1,955
Expenses from Continuing Operations												
Employee Benefits & On-Costs	174	208	240	249	258	267	276	286	296	306	317	328
Borrowing Costs	149	143	137	143	153	163	173	183	193	143	153	153
Materials & Contracts	520	340	376	379	381	383	386	388	391	393	396	399
Depreciation & Amortisation	374	367	375	386	397	409	422	435	448	462	477	492
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	100	205	203	210	219	227	236	246	256	266	276	287
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,317	1,262	1,331	1,367	1,407	1,449	1,492	1,537	1,583	1,570	1,619	1,659
Operating Result from Continuing Operations	6	196	830	125	163	204	207	211	214	278	282	295
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6	196	830	125	163	204	207	211	214	278	282	295
Net Operating Result before Grants and Contributions provided for Capital Purposes	6	184	34	84	121	160	162	165	167	229	231	244

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - QUARRY
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,995	1,927	2,085	2,147	2,212	2,278	2,346	2,417	2,489	2,564	2,641
Interest & Investment Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	250	293	302	311	321	330	340	350	361	372	383
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	10	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	-	2,255	2,220	2,387	2,458	2,532	2,608	2,686	2,767	2,850	2,936	3,024
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	484	454	470	486	503	521	539	558	577	598	618
Borrowing Costs	-	77	73	70	67	64	61	57	54	51	48	44
Materials & Contracts	-	1,100	1,315	1,358	1,404	1,451	1,499	1,549	1,601	1,655	1,711	1,768
Depreciation & Amortisation	-	20	20	20	20	20	20	20	20	20	20	20
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	312	301	311	321	332	343	355	367	379	392	406
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	-	1,993	2,163	2,229	2,298	2,370	2,444	2,521	2,600	2,683	2,769	2,857
Operating Result from Continuing Operations	-	262	57	157	160	162	164	166	167	167	167	166
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	-	262	57	157	160	162	164	166	167	167	167	166
Net Operating Result before Grants and Contributions provided for Capital Purposes	-	252	57	157	160	162	164	166	167	167	167	166

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - CONSOLIDATED
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,911	13,687	13,400	14,292	13,943	13,903	13,306	13,131	12,872	12,580	12,181	11,728
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,576	1,389	2,430	2,406	2,480	2,559	2,616	2,678	2,742	2,806	2,872	2,940
Inventories	1,099	1,586	1,715	1,776	1,838	1,902	1,969	2,037	2,109	2,183	2,259	2,338
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,549	16,751	17,548	18,475	18,263	18,366	17,893	17,849	17,725	17,571	17,315	17,008
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,411	241,943	245,337	251,111	251,425	251,882	252,999	253,769	254,698	255,790	257,055	258,458
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	232,916	242,439	245,834	251,610	251,926	252,385	253,504	254,276	255,208	256,302	257,570	258,976
TOTAL ASSETS	247,465	259,190	263,382	270,085	270,189	270,751	271,397	272,125	272,933	273,874	274,885	275,984
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	-	-	-	-	-	-	-	-	-	-	-
Payables	760	997	1,514	1,648	1,683	1,719	1,755	1,793	1,832	1,873	1,915	1,958
Borrowings	486	565	599	1,040	1,041	1,074	1,109	1,145	1,185	1,226	1,257	1,291
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,941	4,226	4,767	5,341	5,378	5,447	5,518	5,592	5,671	5,752	5,826	5,902
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	10,252	12,415	11,815	17,039	15,998	14,923	13,814	12,669	11,484	10,258	9,001	7,710
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	10,659	12,808	12,252	17,508	16,500	15,461	14,389	13,283	12,139	10,956	9,743	8,500
TOTAL LIABILITIES	14,600	17,035	17,019	22,849	21,877	20,908	19,907	18,875	17,809	16,708	15,569	14,402
Net Assets	232,865	242,155	246,363	247,236	248,311	249,843	251,490	253,251	255,123	257,166	259,316	261,582
EQUITY												
Retained Earnings	139,519	138,654	142,088	141,864	141,809	142,174	142,619	143,142	143,738	144,467	145,266	146,141
Revaluation Reserves	93,346	103,501	104,275	105,372	106,502	107,669	108,871	110,109	111,385	112,698	114,050	115,441
Council Equity Interest	232,865	242,155	246,363	247,236	248,311	249,843	251,490	253,251	255,123	257,166	259,316	261,582
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	232,865	242,155	246,363	247,236	248,311	249,843	251,490	253,251	255,123	257,166	259,316	261,582

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	8,085	10,858	11,108	12,123	11,829	11,747	11,109	10,893	10,597	10,214	9,738	9,161
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	991	743	1,540	1,462	1,499	1,539	1,567	1,599	1,632	1,665	1,699	1,733
Inventories	365	483	466	482	499	516	535	553	573	593	613	635
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,443	12,173	13,116	14,069	13,829	13,805	13,213	13,048	12,804	12,475	12,053	11,532
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	197,407	205,282	205,899	210,412	209,423	208,544	208,280	207,634	207,110	206,712	206,445	206,313
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	197,912	205,778	206,396	210,911	209,924	209,048	208,786	208,142	207,620	207,225	206,960	206,831
TOTAL ASSETS	207,355	217,951	219,512	224,980	223,753	222,852	221,998	221,190	220,425	219,700	219,013	218,362
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	692	930	1,443	1,576	1,609	1,645	1,680	1,716	1,753	1,792	1,832	1,874
Borrowings	229	302	302	733	756	780	806	833	861	891	923	956
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,320	3,897	4,399	4,963	5,019	5,079	5,139	5,202	5,268	5,337	5,409	5,483
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	4,536	6,961	6,659	12,190	11,434	10,654	9,848	9,015	8,154	7,262	6,340	5,384
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,943	7,355	7,096	12,659	11,936	11,191	10,422	9,628	8,808	7,960	7,082	6,174
TOTAL LIABILITIES	8,263	11,252	11,495	17,621	16,955	16,270	15,561	14,831	14,076	13,297	12,491	11,657
Net Assets	199,092	206,699	208,017	207,359	206,797	206,583	206,437	206,359	206,348	206,403	206,523	206,705
EQUITY												
Retained Earnings	116,719	115,437	117,044	116,386	115,825	115,610	115,464	115,387	115,376	115,431	115,550	115,733
Revaluation Reserves	82,373	91,262	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973
Council Equity Interest	199,092	206,699	208,017	207,359	206,797	206,583	206,437	206,359	206,348	206,403	206,523	206,705
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	199,092	206,699	208,017	207,359	206,797	206,583	206,437	206,359	206,348	206,403	206,523	206,705

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - WATER FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	327	309	512	537	562	587	605	623	641	661	680	701
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,628	941	837	776	744	749	755	767	782	805	830	878
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
TOTAL ASSETS	18,540	19,580	20,921	21,521	22,170	22,868	23,589	24,331	25,096	25,881	26,687	27,511
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	34	34	37	38	40	41	43	44	46	48	50	52
Borrowings	114	112	112	112	112	112	112	112	112	112	112	112
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	148	146	149	151	152	154	155	157	159	160	162	164
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
TOTAL LIABILITIES	2,761	2,647	2,538	2,427	2,316	2,205	2,094	1,983	1,873	1,762	1,651	1,541
Net Assets	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
EQUITY												
Retained Earnings	11,497	11,458	12,366	12,518	12,700	12,915	13,134	13,358	13,584	13,813	14,044	14,274
Revaluation Reserves	4,282	5,475	6,017	6,577	7,154	7,748	8,360	8,990	9,639	10,306	10,992	11,696
Council Equity Interest	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - SEWER FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	97	69	117	125	131	139	143	147	151	156	161	165
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,583	2,842	2,784	2,735	2,710	2,748	2,776	2,801	2,822	2,894	2,955	3,046
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
TOTAL ASSETS	19,883	20,387	21,630	22,150	22,715	23,360	24,018	24,689	25,373	26,129	26,897	27,698
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	21	20	21	22	22	22	23	23	24	24	25	25
Borrowings	101	108	143	153	131	140	149	158	169	180	180	180
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	122	128	164	174	153	162	172	181	193	205	205	206
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
TOTAL LIABILITIES	2,248	2,146	2,039	1,897	1,744	1,614	1,475	1,327	1,169	1,000	820	640
Net Assets	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
EQUITY												
Retained Earnings	10,944	11,140	11,970	12,095	12,259	12,462	12,670	12,880	13,095	13,372	13,654	13,949
Revaluation Reserves	6,691	7,101	7,621	8,158	8,712	9,284	9,873	10,482	11,109	11,756	12,422	13,108
Council Equity Interest	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - QUARRY
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	161	268	262	282	288	295	302	309	317	324	332	340
Inventories	734	1,105	1,250	1,293	1,339	1,386	1,434	1,484	1,536	1,590	1,646	1,703
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	895	1,373	1,511	1,575	1,627	1,681	1,736	1,794	1,853	1,914	1,978	2,044
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	792	477	507	538	571	606	643	682	723	767	812	860
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	792	477	507	538	571	606	643	682	723	767	812	860
TOTAL ASSETS	1,687	1,850	2,019	2,114	2,199	2,287	2,380	2,476	2,576	2,681	2,790	2,903
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	576	700	680	648	616	587	561	537	517	501	491
Payables	13	13	12	12	11	11	10	10	9	9	8	7
Borrowings	42	42	42	42	42	42	42	42	42	42	42	42
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	351	631	754	734	701	669	639	612	588	568	551	540
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	977	935	893	851	809	767	725	683	641	599	557	515
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	977	935	893	851	809	767	725	683	641	599	557	515
TOTAL LIABILITIES	1,328	1,565	1,647	1,585	1,509	1,436	1,364	1,295	1,228	1,166	1,108	1,055
Net Assets	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
EQUITY												
Retained Earnings	359	621	707	865	1,025	1,187	1,351	1,517	1,684	1,851	2,018	2,184
Revaluation Reserves	-	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)
Council Equity Interest	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,094	7,517	8,241	8,951	9,535	10,170	10,491	10,806	11,130	11,454	11,807	12,162
User Charges & Fees	2,471	5,217	3,891	4,207	4,348	4,478	4,612	4,751	4,893	5,040	5,191	5,347
Interest & Investment Revenue Received	579	585	487	562	569	570	581	581	584	587	590	594
Grants & Contributions	12,626	9,611	11,899	8,356	8,542	8,797	9,059	9,329	9,608	9,895	10,190	10,495
Bonds & Deposits Received	1	-	-	-	-	-	-	-	-	-	-	-
Other	2,348	982	2,631	3,308	3,367	3,468	3,571	3,678	3,789	3,902	4,019	4,140
Payments:												
Employee Benefits & On-Costs	(9,897)	(8,477)	(7,947)	(8,226)	(8,513)	(8,811)	(9,120)	(9,439)	(9,769)	(10,111)	(10,465)	(10,831)
Materials & Contracts	(7,149)	(8,232)	(8,948)	(7,704)	(7,891)	(8,288)	(8,596)	(8,914)	(9,243)	(9,584)	(9,937)	(10,302)
Borrowing Costs	(706)	(806)	(889)	(913)	(1,194)	(1,149)	(1,104)	(1,056)	(1,008)	(898)	(846)	(783)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	(2,778)	(4,422)	(3,421)	(3,539)	(3,660)	(3,788)	(3,917)	(4,052)	(4,192)	(4,337)	(4,488)	(4,644)
Net Cash provided (or used in) Operating Activities	4,589	3,962	7,943	5,004	5,002	5,448	5,579	5,684	5,791	5,957	6,062	6,178
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	188	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,077)	(4,431)	(7,404)	(9,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(14)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,903)	(3,420)	(7,404)	(9,777)	(4,310)	(4,447)	(5,102)	(4,749)	(4,905)	(5,064)	(5,235)	(5,372)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	3,860	2,800	-	6,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(429)	(559)	(565)	(835)	(1,040)	(1,041)	(1,074)	(1,109)	(1,145)	(1,185)	(1,226)	(1,257)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,431	2,241	(565)	5,665	(1,040)	(1,041)	(1,074)	(1,109)	(1,145)	(1,185)	(1,226)	(1,257)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117	2,783	(26)	891	(349)	(40)	(597)	(175)	(259)	(292)	(399)	(454)
plus: Cash, Cash Equivalents & Investments - beginning of year	9,794	10,911	13,694	13,667	14,559	14,210	14,170	13,573	13,398	13,139	12,847	12,448
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,559	14,210	14,170	13,573	13,398	13,139	12,847	12,448	11,995
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	14,559	14,210	14,170	13,573	13,398	13,139	12,847	12,448	11,995
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	11,872	13,694	13,667	14,559	14,210	14,170	13,573	13,398	13,139	12,847	12,448	11,995
Representing:												
- External Restrictions	7,148	6,765	6,353	6,210	6,122	6,133	6,145	6,159	6,173	6,243	6,308	6,419
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,291	2,677	3,711	3,450	3,400	2,791	2,602	2,329	1,966	1,506	939
	11,872	13,694	13,667	14,559	14,210	14,170	13,573	13,398	13,139	12,847	12,448	11,995

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,555	6,478	6,815	7,267	7,770	8,007	8,247	8,494	8,749	9,012	9,282
User Charges & Fees	-	2,267	985	1,161	1,196	1,232	1,269	1,307	1,346	1,386	1,428	1,471
Interest & Investment Revenue Received	-	346	274	348	354	354	365	363	365	367	370	372
Grants & Contributions	-	9,511	10,199	8,211	8,392	8,642	8,900	9,166	9,439	9,721	10,011	10,310
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	725	2,305	2,968	3,017	3,107	3,199	3,295	3,394	3,496	3,601	3,709
Payments:												
Employee Benefits & On-Costs	-	(7,499)	(7,028)	(7,274)	(7,529)	(7,792)	(8,065)	(8,347)	(8,640)	(8,942)	(9,255)	(9,579)
Materials & Contracts	-	(3,702)	(4,427)	(5,212)	(5,426)	(5,646)	(5,875)	(6,111)	(6,356)	(6,609)	(6,871)	(7,142)
Borrowing Costs	-	(382)	(474)	(512)	(795)	(752)	(708)	(662)	(616)	(567)	(518)	(467)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	-	(3,626)	(2,618)	(2,703)	(2,792)	(2,884)	(2,979)	(3,078)	(3,180)	(3,286)	(3,395)	(3,509)
Net Cash provided (or used in) Operating Activities	-	3,181	5,694	3,801	3,685	4,031	4,113	4,179	4,248	4,316	4,383	4,448
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,246)	(4,852)	(8,748)	(3,246)	(3,357)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,196)	(4,852)	(8,748)	(3,246)	(3,357)	(3,971)	(3,589)	(3,711)	(3,837)	(3,968)	(4,103)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,800	-	6,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(344)	(302)	(538)	(733)	(756)	(780)	(806)	(833)	(861)	(891)	(923)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	2,456	(302)	5,962	(733)	(756)	(780)	(806)	(833)	(861)	(891)	(923)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,441	539	1,014	(294)	(81)	(638)	(216)	(296)	(383)	(476)	(577)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	8,085	10,526	11,065	12,080	11,786	11,704	11,066	10,850	10,554	10,171	9,695
Cash & Cash Equivalents - end of the year	-	10,526	11,065	12,080	11,786	11,704	11,066	10,850	10,554	10,171	9,695	9,118
Cash & Cash Equivalents - end of the year	8,085	10,526	11,065	12,080	11,786	11,704	11,066	10,850	10,554	10,171	9,695	9,118
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	8,085	10,526	11,065	12,080	11,786	11,704	11,066	10,850	10,554	10,171	9,695	9,118
Representing:												
- External Restrictions	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,528	3,067	4,082	3,788	3,706	3,068	2,852	2,556	2,173	1,697	1,120
	8,085	10,526	11,065	12,080	11,786	11,704	11,066	10,850	10,554	10,171	9,695	9,118

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	765	644	878	933	988	1,026	1,057	1,088	1,121	1,155	1,189
User Charges & Fees	-	974	931	957	986	1,015	1,046	1,077	1,109	1,143	1,177	1,212
Interest & Investment Revenue Received	-	97	102	103	103	104	104	105	105	106	106	107
Grants & Contributions	-	43	866	65	67	69	71	73	75	78	80	82
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	3	26	31	32	33	34	35	36	37	38	39
Payments:												
Employee Benefits & On-Costs	-	(288)	(225)	(233)	(241)	(249)	(258)	(267)	(278)	(286)	(296)	(306)
Materials & Contracts	-	(719)	(686)	(711)	(736)	(762)	(788)	(816)	(845)	(874)	(905)	(938)
Borrowing Costs	-	(205)	(204)	(188)	(179)	(171)	(162)	(153)	(145)	(136)	(127)	(119)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(283)	(304)	(317)	(331)	(345)	(360)	(375)	(392)	(409)	(428)	(445)
Net Cash provided (or used in) Operating Activities	-	387	1,151	585	634	682	713	735	757	779	801	823
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(684)	(884)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(684)	(884)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(669)	(307)	(86)	(56)	(20)	(12)	(7)	(3)	4	5	27
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,301	632	325	239	183	162	151	144	141	145	150
Cash & Cash Equivalents - end of the year	-	632	325	239	183	162	151	144	141	145	150	177
Cash & Cash Equivalents - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Representing:												
- External Restrictions	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	1	(668)	(975)	(1,061)	(1,117)	(1,138)	(1,149)	(1,156)	(1,159)	(1,155)	(1,150)	(1,123)
	1,301	632	325	239	183	162	151	144	141	145	150	177

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - SEWER FUND
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,197	1,119	1,259	1,334	1,412	1,458	1,502	1,547	1,593	1,641	1,690
User Charges & Fees	-	94	43	27	28	28	29	30	31	32	33	34
Interest & Investment Revenue Received	-	142	111	111	112	112	113	113	113	114	114	115
Grants & Contributions	-	48	834	81	83	85	88	91	93	96	99	102
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4	7	7	7	7	8	8	8	8	9	9
Payments:												
Employee Benefits & On-Costs	-	(208)	(240)	(249)	(258)	(267)	(276)	(286)	(296)	(306)	(317)	(328)
Materials & Contracts	-	(341)	(375)	(378)	(380)	(383)	(385)	(388)	(390)	(393)	(396)	(398)
Borrowing Costs	-	(143)	(137)	(143)	(153)	(163)	(173)	(183)	(193)	(143)	(153)	(153)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(205)	(203)	(210)	(219)	(227)	(236)	(246)	(256)	(266)	(276)	(287)
Net Cash provided (or used in) Operating Activities	-	590	1,159	504	554	606	625	642	659	736	755	784
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(202)	(1,158)	(418)	(433)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	759	(1,158)	(418)	(432)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(101)	(106)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(101)	(106)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,247	(105)	(57)	(31)	30	24	21	17	67	57	86
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795
Cash & Cash Equivalents - end of the year	-	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Cash & Cash Equivalents - end of the year	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Representing:												
- External Restrictions	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	286	181	124	93	123	147	168	185	252	309	395
	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - QUARRY
Scenario: Special Rates Variation & Loan no LIRS

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,883	1,931	2,063	2,138	2,203	2,269	2,337	2,407	2,479	2,553	2,630
Interest & Investment Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	10	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	250	293	302	311	321	330	340	350	361	372	383
Payments:												
Employee Benefits & On-Costs	-	(484)	(454)	(470)	(488)	(503)	(521)	(539)	(558)	(577)	(598)	(618)
Materials & Contracts	-	(1,471)	(1,460)	(1,402)	(1,449)	(1,497)	(1,548)	(1,599)	(1,653)	(1,709)	(1,766)	(1,826)
Borrowing Costs	-	(77)	(74)	(71)	(68)	(64)	(61)	(58)	(55)	(51)	(48)	(45)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(307)	(298)	(309)	(318)	(330)	(341)	(353)	(364)	(377)	(390)	(403)
Net Cash provided (or used in) Operating Activities	-	(196)	(81)	114	128	129	129	128	127	126	123	121
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(237)	(153)	20	33	31	29	27	24	20	16	10
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)

Annexure G

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,081	7,688	8,240	8,985	9,564	10,201	10,507	10,822	11,147	11,481	11,826	12,180
User Charges & Fees	2,709	5,101	4,022	4,242	4,370	4,501	4,636	4,775	4,918	5,066	5,218	5,374
Interest & Investment Revenue	653	565	570	573	575	578	580	583	585	588	591	594
Other Revenues	2,624	831	3,193	3,289	3,388	3,489	3,594	3,702	3,813	3,927	4,045	4,166
Grants & Contributions provided for Operating Purposes	11,470	9,422	8,523	8,212	8,459	8,712	8,974	9,243	9,520	9,806	10,100	10,403
Grants & Contributions provided for Capital Purposes	207	181	3,631	88	89	90	92	93	94	96	97	99
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**24,744**	**23,941**	**28,219**	**25,430**	**26,484**	**27,612**	**28,423**	**29,258**	**30,118**	**31,004**	**31,917**	**32,857**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,178	8,704	7,947	8,226	8,513	8,811	9,120	9,439	9,769	10,111	10,465	10,831
Borrowing Costs	766	830	883	931	1,070	1,034	998	961	923	825	786	737
Materials & Contracts	5,692	5,907	7,408	7,685	7,971	8,267	8,574	8,892	9,221	9,561	9,913	10,277
Depreciation & Amortisation	5,012	4,880	5,113	5,140	5,167	5,196	5,227	5,258	5,291	5,326	5,362	5,399
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,875	4,482	3,464	3,584	3,707	3,835	3,968	4,105	4,248	4,396	4,549	4,708
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**24,547**	**24,804**	**24,816**	**25,565**	**26,429**	**27,145**	**27,886**	**28,655**	**29,452**	**30,219**	**31,075**	**31,953**
Operating Result from Continuing Operations	**197**	**(863)**	**3,403**	**(135)**	**55**	**467**	**536**	**602**	**666**	**785**	**842**	**904**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**197**	**(863)**	**3,403**	**(135)**	**55**	**467**	**536**	**602**	**666**	**785**	**842**	**904**
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10)	(1,044)	(228)	(223)	(34)	376	444	509	571	690	744	805

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - GENERAL FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,639	5,735	6,220	6,823	7,274	7,777	8,010	8,250	8,498	8,753	9,015	9,286
User Charges & Fees	1,828	2,074	1,132	1,166	1,201	1,237	1,274	1,312	1,352	1,392	1,434	1,477
Interest & Investment Revenue	489	326	357	359	360	362	363	365	367	369	370	372
Other Revenues	2,614	573	2,863	2,949	3,037	3,128	3,222	3,319	3,418	3,521	3,627	3,735
Grants & Contributions provided for Operating Purposes	11,414	9,343	8,421	8,108	8,351	8,601	8,859	9,125	9,399	9,681	9,971	10,270
Grants & Contributions provided for Capital Purposes	207	158	2,032	47	47	47	47	47	47	47	47	47
Other Income:												
Net gains from the disposal of assets	-	154	40	40	40	40	40	40	40	40	40	40
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	22,189	18,365	21,065	19,491	20,310	21,192	21,816	22,459	23,121	23,803	24,505	25,228
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,658	7,726	7,028	7,274	7,529	7,792	8,065	8,347	8,640	8,942	9,255	9,579
Borrowing Costs	420	406	469	530	671	637	603	567	532	495	459	421
Materials & Contracts	4,450	3,748	5,028	5,235	5,449	5,670	5,900	6,137	6,382	6,637	6,900	7,172
Depreciation & Amortisation	4,120	4,085	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275	4,275
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,585	3,682	2,657	2,745	2,837	2,931	3,028	3,129	3,234	3,342	3,454	3,570
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	21,257	19,646	19,458	20,061	20,761	21,306	21,871	22,456	23,063	23,691	24,342	25,017
Operating Result from Continuing Operations	932	(1,282)	1,607	(569)	(451)	(114)	(55)	3	58	111	163	212
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	932	(1,282)	1,607	(569)	(451)	(114)	(55)	3	58	111	163	212
Net Operating Result before Grants and Contributions provided for Capital Purposes	725	(1,440)	(425)	(616)	(498)	(161)	(102)	(44)	11	64	116	165

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - WATER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	331	803	837	896	949	1,005	1,035	1,066	1,098	1,131	1,165	1,200
User Charges & Fees	863	918	936	964	993	1,023	1,054	1,086	1,118	1,152	1,186	1,222
Interest & Investment Revenue	15	97	102	103	103	104	104	105	105	106	106	107
Other Revenues	2	3	30	31	32	33	34	35	36	37	38	39
Grants & Contributions provided for Operating Purposes	21	43	63	65	67	69	71	73	75	78	80	82
Grants & Contributions provided for Capital Purposes	-	-	803	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,232	1,862	2,772	2,060	2,145	2,234	2,299	2,365	2,433	2,503	2,576	2,650
Expenses from Continuing Operations												
Employee Benefits & On-Costs	346	286	225	233	241	249	258	267	276	286	296	306
Borrowing Costs	197	205	204	188	179	171	162	153	145	136	127	119
Materials & Contracts	722	719	688	713	737	763	790	818	848	876	907	938
Depreciation & Amortisation	518	408	442	458	474	491	509	528	547	568	589	611
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	190	283	304	317	331	345	360	375	392	409	426	445
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,973	1,902	1,864	1,908	1,963	2,020	2,079	2,141	2,206	2,274	2,345	2,420
Operating Result from Continuing Operations	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(741)	(39)	909	151	183	215	219	223	227	229	230	231
Net Operating Result before Grants and Contributions provided for Capital Purposes	(741)	(39)	108	151	183	215	219	223	227	229	230	231

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - SEWER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,111	1,150	1,183	1,266	1,341	1,419	1,462	1,505	1,551	1,597	1,645	1,694
User Charges & Fees	20	114	27	27	28	29	30	31	32	33	34	35
Interest & Investment Revenue	149	142	111	111	112	112	113	113	113	114	114	115
Other Revenues	8	4	7	7	7	7	8	8	8	8	9	9
Grants & Contributions provided for Operating Purposes	35	36	38	40	41	42	43	45	46	47	49	50
Grants & Contributions provided for Capital Purposes	-	12	796	41	42	43	45	46	47	49	50	52
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**1,323**	**1,458**	**2,161**	**1,492**	**1,571**	**1,653**	**1,700**	**1,748**	**1,797**	**1,848**	**1,900**	**1,955**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	174	208	240	249	258	267	276	286	296	306	317	328
Borrowing Costs	149	143	137	143	153	163	173	183	193	143	153	153
Materials & Contracts	520	340	376	379	381	383	386	388	391	393	396	399
Depreciation & Amortisation	374	367	375	386	397	409	422	435	448	462	477	492
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	100	205	203	210	219	227	236	246	256	266	276	287
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**1,317**	**1,262**	**1,331**	**1,367**	**1,407**	**1,449**	**1,492**	**1,537**	**1,583**	**1,570**	**1,619**	**1,659**
Operating Result from Continuing Operations	**6**	**196**	**830**	**125**	**163**	**204**	**207**	**211**	**214**	**278**	**282**	**295**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**6**	**196**	**830**	**125**	**163**	**204**	**207**	**211**	**214**	**278**	**282**	**295**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**6**	**184**	**34**	**84**	**121**	**160**	**162**	**165**	**167**	**229**	**231**	**244**

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
INCOME STATEMENT - QUARRY
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,995	1,927	2,085	2,147	2,212	2,278	2,346	2,417	2,489	2,564	2,641
Interest & Investment Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	250	293	302	311	321	330	340	350	361	372	383
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	10	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	-	2,255	2,220	2,387	2,458	2,532	2,608	2,686	2,767	2,850	2,936	3,024
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	484	454	470	486	503	521	539	558	577	598	618
Borrowing Costs	-	77	73	70	67	64	61	57	54	51	48	44
Materials & Contracts	-	1,100	1,315	1,358	1,404	1,451	1,499	1,549	1,601	1,655	1,711	1,768
Depreciation & Amortisation	-	20	20	20	20	20	20	20	20	20	20	20
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	312	301	311	321	332	343	355	367	379	392	406
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	-	1,993	2,163	2,229	2,298	2,370	2,444	2,521	2,600	2,683	2,769	2,857
Operating Result from Continuing Operations	-	262	57	157	160	162	164	166	167	167	167	166
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	-	262	57	157	160	162	164	166	167	167	167	166
Net Operating Result before Grants and Contributions provided for Capital Purposes	-	252	57	157	160	162	164	166	167	167	167	166

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - CONSOLIDATED
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,911	13,687	13,400	14,781	14,938	15,405	15,314	15,646	15,894	16,109	16,218	16,272
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,576	1,389	2,430	2,410	2,488	2,571	2,631	2,697	2,764	2,833	2,903	2,974
Inventories	1,099	1,586	1,715	1,776	1,838	1,902	1,969	2,037	2,109	2,183	2,259	2,338
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,549	16,751	17,548	18,988	19,266	19,879	19,916	20,383	20,769	21,127	21,382	21,586
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,411	241,943	245,337	250,669	250,540	250,555	251,230	251,557	252,044	252,693	253,516	254,477
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	232,916	242,439	245,834	251,167	251,041	251,058	251,735	252,065	252,554	253,206	254,031	254,995
TOTAL ASSETS	247,465	259,190	263,382	270,135	270,307	270,937	271,651	272,448	273,323	274,333	275,413	276,581
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	-	-	-	-	-	-	-	-	-	-	-
Payables	760	997	1,514	1,647	1,681	1,717	1,753	1,791	1,830	1,870	1,913	1,957
Borrowings	486	565	599	1,082	1,074	1,097	1,121	1,146	1,173	1,201	1,218	1,236
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,941	4,226	4,767	5,383	5,409	5,468	5,528	5,590	5,656	5,725	5,785	5,847
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	10,252	12,415	11,815	16,960	15,886	14,789	13,668	12,522	11,349	10,149	8,930	7,694
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	10,659	12,808	12,252	17,429	16,388	15,327	14,243	13,136	12,004	10,846	9,673	8,484
TOTAL LIABILITIES	14,600	17,035	17,019	22,811	21,797	20,794	19,770	18,726	17,660	16,571	15,457	14,331
Net Assets	232,865	242,155	246,363	247,324	248,510	250,143	251,881	253,722	255,663	257,762	259,956	262,251
EQUITY												
Retained Earnings	139,519	138,654	142,088	141,952	142,007	142,474	143,010	143,613	144,278	145,064	145,906	146,810
Revaluation Reserves	93,346	103,501	104,275	105,372	106,502	107,669	108,871	110,109	111,385	112,698	114,050	115,441
Council Equity Interest	232,865	242,155	246,363	247,324	248,510	250,143	251,881	253,722	255,663	257,762	259,956	262,251
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	232,865	242,155	246,363	247,324	248,510	250,143	251,881	253,722	255,663	257,762	259,956	262,251

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - GENERAL FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	8,085	10,858	11,108	12,612	12,824	13,249	13,117	13,408	13,619	13,744	13,775	13,705
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	991	743	1,540	1,466	1,506	1,550	1,582	1,618	1,655	1,692	1,729	1,767
Inventories	365	483	466	482	499	516	535	553	573	593	613	635
Other	2	89	2	2	2	2	2	2	3	3	3	3
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,443	12,173	13,116	14,562	14,832	15,318	15,236	15,582	15,849	16,031	16,120	16,110
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	175	175	175	175	175	175	175	175	175	175	175	175
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	197,407	205,282	205,899	209,970	208,538	207,217	206,511	205,422	204,456	203,616	202,906	202,332
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	190	180	180	180	180	180	180	180	180	180	180	180
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	82	82	82	82	82	82	82	82	82	82	82	82
Other	58	59	60	62	64	66	68	71	73	76	78	81
Total Non-Current Assets	197,912	205,778	206,396	210,469	209,039	207,721	207,016	205,930	204,968	204,129	203,422	202,850
TOTAL ASSETS	207,355	217,951	219,512	225,031	223,871	223,038	222,252	221,512	220,815	220,159	219,542	218,959
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	692	930	1,443	1,575	1,608	1,643	1,677	1,713	1,751	1,790	1,830	1,873
Borrowings	229	302	302	775	789	803	818	833	849	866	883	902
Provisions	2,399	2,665	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,320	3,897	4,399	5,004	5,050	5,099	5,149	5,200	5,254	5,309	5,367	5,428
Non-Current Liabilities												
Payables	4	1	2	2	2	2	2	2	2	2	2	2
Borrowings	4,536	6,961	6,659	12,111	11,322	10,519	9,701	8,868	8,019	7,153	6,269	5,368
Provisions	403	393	435	467	500	536	573	611	652	695	740	787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,943	7,355	7,096	12,580	11,824	11,057	10,276	9,482	8,673	7,850	7,012	6,157
TOTAL LIABILITIES	8,263	11,252	11,495	17,583	16,875	16,156	15,425	14,682	13,927	13,159	12,379	11,585
Net Assets	199,092	206,699	208,017	207,447	206,996	206,883	206,828	206,830	206,888	207,000	207,163	207,374
EQUITY												
Retained Earnings	116,719	115,437	117,044	116,475	116,024	115,910	115,855	115,858	115,916	116,027	116,190	116,402
Revaluation Reserves	82,373	91,262	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973	90,973
Council Equity Interest	199,092	206,699	208,017	207,447	206,996	206,883	206,828	206,830	206,888	207,000	207,163	207,374
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	199,092	206,699	208,017	207,447	206,996	206,883	206,828	206,830	206,888	207,000	207,163	207,374

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - WATER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year				Projected Years						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	327	309	512	537	562	587	605	623	641	661	680	701
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,628	941	837	776	744	749	755	767	782	805	830	878
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	16,912	18,638	20,085	20,745	21,426	22,119	22,833	23,564	24,313	25,076	25,856	26,634
TOTAL ASSETS	18,540	19,580	20,921	21,521	22,170	22,868	23,589	24,331	25,096	25,881	26,687	27,511
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	34	34	37	38	40	41	43	44	46	48	50	52
Borrowings	114	112	112	112	112	112	112	112	112	112	112	112
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	148	146	149	151	152	154	155	157	159	160	162	164
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,613	2,501	2,389	2,276	2,164	2,051	1,939	1,827	1,714	1,602	1,489	1,377
TOTAL LIABILITIES	2,761	2,647	2,538	2,427	2,316	2,205	2,094	1,983	1,873	1,762	1,651	1,541
Net Assets	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
EQUITY												
Retained Earnings	11,497	11,458	12,366	12,518	12,700	12,915	13,134	13,358	13,584	13,813	14,044	14,274
Revaluation Reserves	4,282	5,475	6,017	6,577	7,154	7,748	8,360	8,990	9,639	10,306	10,992	11,696
Council Equity Interest	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	15,779	16,932	18,383	19,095	19,854	20,663	21,494	22,348	23,223	24,119	25,035	25,970

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - SEWER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments	961	-	-	-	-	-	-	-	-	-	-	-
Receivables	97	69	117	125	131	139	143	147	151	156	161	165
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,583	2,842	2,784	2,735	2,710	2,748	2,776	2,801	2,822	2,894	2,955	3,046
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	17,300	17,545	18,846	19,415	20,005	20,612	21,242	21,888	22,551	23,235	23,941	24,652
TOTAL ASSETS	19,883	20,387	21,630	22,150	22,715	23,360	24,018	24,689	25,373	26,129	26,897	27,698
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	21	20	21	22	22	22	23	23	24	24	25	25
Borrowings	101	108	143	153	131	140	149	158	169	180	180	180
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	122	128	164	174	153	162	172	181	193	205	205	206
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,126	2,018	1,875	1,722	1,592	1,452	1,303	1,145	976	796	615	435
TOTAL LIABILITIES	2,248	2,146	2,039	1,897	1,744	1,614	1,475	1,327	1,169	1,000	820	640
Net Assets	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
EQUITY												
Retained Earnings	10,944	11,140	11,970	12,095	12,259	12,462	12,670	12,880	13,095	13,372	13,654	13,949
Revaluation Reserves	6,691	7,101	7,621	8,158	8,712	9,284	9,873	10,482	11,109	11,756	12,422	13,108
Council Equity Interest	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,635	18,241	19,591	20,253	20,971	21,746	22,543	23,362	24,204	25,128	26,076	27,058

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
BALANCE SHEET - QUARRY
Scenario: Special Rates Variation & LIRS Loan

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	161	268	262	282	288	295	302	309	317	324	332	340
Inventories	734	1,105	1,250	1,293	1,339	1,386	1,434	1,484	1,536	1,590	1,646	1,703
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	895	1,373	1,511	1,575	1,627	1,681	1,736	1,794	1,853	1,914	1,978	2,044
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	792	477	507	538	571	606	643	682	723	767	812	860
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	792	477	507	538	571	606	643	682	723	767	812	860
TOTAL ASSETS	1,687	1,850	2,019	2,114	2,199	2,287	2,380	2,476	2,576	2,681	2,790	2,903
LIABILITIES												
Current Liabilities												
Bank Overdraft	296	576	700	680	648	616	587	561	537	517	501	491
Payables	13	13	12	12	11	11	10	10	9	9	8	7
Borrowings	42	42	42	42	42	42	42	42	42	42	42	42
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	351	631	754	734	701	669	639	612	588	568	551	540
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	977	935	893	851	809	767	725	683	641	599	557	515
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	977	935	893	851	809	767	725	683	641	599	557	515
TOTAL LIABILITIES	1,328	1,565	1,647	1,585	1,509	1,436	1,364	1,295	1,228	1,166	1,108	1,055
Net Assets	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
EQUITY												
Retained Earnings	359	621	707	865	1,025	1,187	1,351	1,517	1,684	1,851	2,018	2,184
Revaluation Reserves	-	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)	(336)
Council Equity Interest	359	285	372	529	689	851	1,016	1,181	1,348	1,515	1,682	1,848
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	359	285	372	529	889	851	1,016	1,181	1,348	1,515	1,682	1,848

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Special Rates Variation & LIRS Loan

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,094	7,517	8,241	8,951	9,535	10,170	10,491	10,806	11,130	11,464	11,807	12,162
User Charges & Fees	2,471	5,217	3,891	4,207	4,348	4,478	4,612	4,751	4,893	5,040	5,191	5,347
Interest & Investment Revenue Received	579	585	487	558	566	566	578	577	580	583	586	590
Grants & Contributions	12,626	9,611	11,899	8,356	8,542	8,797	9,059	9,329	9,608	9,895	10,190	10,495
Bonds & Deposits Received	1	-	-	-	-	-	-	-	-	-	-	-
Other	2,348	982	2,631	3,308	3,367	3,468	3,571	3,678	3,789	3,902	4,019	4,140
Payments:												
Employee Benefits & On-Costs	(9,897)	(8,477)	(7,947)	(8,226)	(8,513)	(8,811)	(9,120)	(9,439)	(9,769)	(10,111)	(10,465)	(10,831)
Materials & Contracts	(7,149)	(6,232)	(6,948)	(7,704)	(7,991)	(8,288)	(8,596)	(8,914)	(9,243)	(9,584)	(9,937)	(10,302)
Borrowing Costs	(706)	(806)	(889)	(826)	(1,085)	(1,049)	(1,013)	(976)	(938)	(841)	(803)	(753)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	(2,778)	(4,422)	(3,421)	(3,539)	(3,660)	(3,786)	(3,917)	(4,052)	(4,192)	(4,337)	(4,488)	(4,644)
Net Cash provided (or used in) Operating Activities	4,589	3,962	7,943	5,088	5,108	5,545	5,666	5,760	5,856	6,010	6,102	6,202
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	188	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,077)	(4,431)	(7,404)	(9,335)	(3,868)	(4,005)	(4,660)	(4,307)	(4,462)	(4,622)	(4,792)	(4,929)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(14)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,903)	(3,420)	(7,404)	(9,335)	(3,868)	(4,005)	(4,660)	(4,307)	(4,462)	(4,622)	(4,792)	(4,929)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	3,860	2,800	-	6,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(429)	(559)	(585)	(872)	(1,082)	(1,074)	(1,097)	(1,121)	(1,146)	(1,173)	(1,201)	(1,218)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,431	2,241	(585)	5,628	(1,082)	(1,074)	(1,097)	(1,121)	(1,146)	(1,173)	(1,201)	(1,218)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,117	2,783	(28)	1,380	157	466	(91)	332	248	215	109	54
plus: Cash, Cash Equivalents & Investments - beginning of year	9,794	10,911	13,694	13,667	15,048	15,205	15,672	15,581	15,913	16,161	16,376	16,485
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	15,048	15,205	15,672	15,581	15,913	16,161	16,376	16,485	16,539
Cash & Cash Equivalents - end of the year	10,911	13,694	13,667	15,048	15,205	15,672	15,581	15,913	16,161	16,376	16,485	16,539
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	11,872	13,694	13,667	15,048	15,205	15,672	15,581	15,913	16,161	16,376	16,485	16,539
Representing:												
- External Restrictions	7,148	6,765	6,353	6,210	6,122	6,133	6,145	6,159	6,173	6,243	6,306	6,419
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,291	2,677	4,201	4,446	4,902	4,799	5,117	5,351	5,496	5,542	5,483
	11,872	13,694	13,667	15,048	15,205	15,672	15,581	15,913	16,161	16,376	16,485	16,539

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,555	6,478	6,815	7,267	7,770	8,007	8,247	8,494	8,749	9,012	9,282
User Charges & Fees	-	2,267	985	1,161	1,196	1,232	1,269	1,307	1,346	1,386	1,428	1,471
Interest & Investment Revenue Received	-	346	274	344	351	351	361	359	361	364	366	369
Grants & Contributions	-	9,511	10,199	8,211	8,392	8,642	8,900	9,166	9,439	9,721	10,011	10,310
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	725	2,305	2,968	3,017	3,107	3,199	3,295	3,394	3,496	3,601	3,709
Payments:												
Employee Benefits & On-Costs	-	(7,499)	(7,028)	(7,274)	(7,529)	(7,792)	(8,065)	(8,347)	(8,640)	(8,942)	(9,255)	(9,579)
Materials & Contracts	-	(3,702)	(4,427)	(5,212)	(5,426)	(5,646)	(5,875)	(6,111)	(6,356)	(6,609)	(6,871)	(7,142)
Borrowing Costs	-	(382)	(474)	(424)	(685)	(651)	(617)	(582)	(547)	(511)	(474)	(437)
Bonds & Deposits Refunded	-	(14)	-	-	-	-	-	-	-	-	-	-
Other	-	(3,626)	(2,616)	(2,703)	(2,792)	(2,884)	(2,979)	(3,078)	(3,180)	(3,286)	(3,395)	(3,509)
Net Cash provided (or used in) Operating Activities	-	3,181	5,694	3,885	3,791	4,128	4,200	4,255	4,313	4,369	4,423	4,474
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	50	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,240)	(4,852)	(8,306)	(2,804)	(2,914)	(3,529)	(3,147)	(3,269)	(3,395)	(3,525)	(3,660)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,190)	(4,852)	(8,306)	(2,804)	(2,914)	(3,529)	(3,147)	(3,269)	(3,395)	(3,525)	(3,660)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,800	-	6,500	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(344)	(302)	(575)	(775)	(789)	(803)	(818)	(833)	(849)	(866)	(883)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	2,456	(302)	5,925	(775)	(789)	(803)	(818)	(833)	(849)	(866)	(883)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,441	539	1,504	212	425	(132)	291	211	124	31	(69)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	8,085	10,526	11,065	12,569	12,781	13,206	13,074	13,365	13,576	13,701	13,732
Cash & Cash Equivalents - end of the year	-	10,526	11,065	12,569	12,781	13,206	13,074	13,365	13,576	13,701	13,732	13,662
Cash & Cash Equivalents - end of the year	8,085	10,526	11,065	12,569	12,781	13,206	13,074	13,365	13,576	13,701	13,732	13,662
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	8,085	10,526	11,065	12,569	12,781	13,206	13,074	13,365	13,576	13,701	13,732	13,662
Representing:												
- External Restrictions	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361	3,361
- Internal Restrictions	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637	4,637
- Unrestricted	87	2,528	3,067	4,571	4,783	5,208	5,076	5,367	5,578	5,703	5,734	5,664
	8,085	10,526	11,065	12,569	12,781	13,206	13,074	13,365	13,576	13,701	13,732	13,662

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	765	644	878	933	988	1,026	1,057	1,088	1,121	1,155	1,189
User Charges & Fees	-	974	931	957	986	1,015	1,046	1,077	1,109	1,143	1,177	1,212
Interest & Investment Revenue Received	-	97	102	103	103	104	104	105	105	106	106	107
Grants & Contributions	-	43	866	65	67	69	71	73	75	78	80	82
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	3	26	31	32	33	34	35	36	37	38	39
Payments:												
Employee Benefits & On-Costs	-	(288)	(225)	(233)	(241)	(249)	(258)	(267)	(276)	(288)	(296)	(306)
Materials & Contracts	-	(719)	(656)	(711)	(736)	(762)	(788)	(816)	(845)	(874)	(905)	(936)
Borrowing Costs	-	(205)	(264)	(188)	(179)	(171)	(162)	(153)	(145)	(136)	(127)	(119)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(283)	(304)	(317)	(331)	(345)	(360)	(375)	(392)	(409)	(428)	(445)
Net Cash provided (or used in) Operating Activities	-	387	1,151	585	634	682	713	735	757	779	801	823
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(684)	(684)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(942)	(1,346)	(559)	(578)	(590)	(612)	(629)	(648)	(663)	(684)	(684)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(114)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)	(112)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(669)	(307)	(86)	(56)	(20)	(12)	(7)	(3)	4	5	27
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,301	632	325	239	183	162	151	144	141	145	150
Cash & Cash Equivalents - end of the year	-	632	325	239	183	162	151	144	141	145	150	177
Cash & Cash Equivalents - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	1,301	632	325	239	183	162	151	144	141	145	150	177
Representing:												
- External Restrictions	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	1	(668)	(975)	(1,061)	(1,117)	(1,138)	(1,149)	(1,156)	(1,159)	(1,155)	(1,150)	(1,123)
	1,301	632	325	239	183	162	151	144	141	145	150	177

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - SEWER FUND
Scenario: Special Rates Variation & LIRS Loan

	Past Year 2011/12 $'000	Current Year 2012/13 $'000	2013/14 $'000	2014/15 $'000	2015/16 $'000	2016/17 $'000	Projected Years 2017/18 $'000	2018/19 $'000	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,197	1,119	1,259	1,334	1,412	1,458	1,502	1,547	1,593	1,641	1,690
User Charges & Fees	-	94	43	27	28	28	29	30	31	32	33	34
Interest & Investment Revenue Received	-	142	111	111	112	112	113	113	113	114	114	115
Grants & Contributions	-	48	834	81	83	85	88	91	93	96	99	102
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4	7	7	7	7	8	8	8	8	9	9
Payments:												
Employee Benefits & On-Costs	-	(208)	(240)	(249)	(258)	(267)	(276)	(286)	(296)	(306)	(317)	(328)
Materials & Contracts	-	(341)	(375)	(378)	(380)	(383)	(385)	(388)	(390)	(393)	(396)	(398)
Borrowing Costs	-	(143)	(137)	(143)	(153)	(163)	(173)	(183)	(193)	(143)	(153)	(153)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(205)	(203)	(210)	(219)	(227)	(236)	(246)	(256)	(266)	(276)	(287)
Net Cash provided (or used in) Operating Activities	-	590	1,159	504	554	606	625	642	659	738	755	784
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	961	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-											
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(202)	(1,156)	(418)	(433)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	759	(1,156)	(418)	(433)	(445)	(462)	(472)	(484)	(500)	(517)	(517)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(101)	(108)	(143)	(153)	(131)	(140)	(149)	(158)	(169)	(180)	(180)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,247	(105)	(57)	(31)	30	24	21	17	67	57	86
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795
Cash & Cash Equivalents - end of the year	-	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Cash & Cash Equivalents - end of the year	1,525	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Investments - end of the year	961	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881
Representing:												
- External Restrictions	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	286	181	124	93	123	147	168	185	252	309	395
	2,486	2,772	2,667	2,610	2,579	2,609	2,633	2,654	2,671	2,738	2,795	2,881

Glen Innes Severn Council
10 Year Financial Plan for the Years ending 30 June 2023
CASH FLOW STATEMENT - QUARRY
Scenario: Special Rates Variation & LIRS Loan

	Past Year	Current Year					Projected Years					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,883	1,931	2,063	2,138	2,203	2,269	2,337	2,407	2,479	2,553	2,630
Interest & Investment Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	10	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	250	293	302	311	321	330	340	350	361	372	383
Payments:												
Employee Benefits & On-Costs	-	(484)	(454)	(470)	(486)	(503)	(521)	(539)	(558)	(577)	(598)	(618)
Materials & Contracts	-	(1,471)	(1,460)	(1,402)	(1,449)	(1,497)	(1,548)	(1,599)	(1,653)	(1,709)	(1,766)	(1,826)
Borrowing Costs	-	(77)	(74)	(71)	(68)	(64)	(61)	(58)	(55)	(51)	(48)	(45)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(307)	(299)	(309)	(319)	(330)	(341)	(353)	(364)	(377)	(390)	(403)
Net Cash provided (or used in) Operating Activities	-	(196)	(61)	114	128	129	129	128	127	126	123	121
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(42)	(50)	(52)	(54)	(55)	(57)	(59)	(61)	(64)	(66)	(68)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(237)	(153)	20	33	31	29	27	24	20	16	10
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(181)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Cash & Cash Equivalents - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)
	-	(237)	(390)	(370)	(338)	(306)	(277)	(251)	(227)	(207)	(191)	(181)

Annexure H

Draft Transport Infrastructure Capital Program 2013/14 to 2023/24

Asset Category	Project Description	Quantity est.	Unit	Unit Rate 2014/15	TOTAL 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	TOTAL 2019/20	TOTAL 2020/21	TOTAL 2021/22	TOTAL 2022/23	TOTAL 2023/24
LTFP SRV Scenario (excluding LIRS)					**2,835,459**	**2,819,596**	**2,915,463**	**3,014,588**	**3,117,084**	**3,223,065**	**3,332,649**	**3,445,960**	**3,563,122**	**3,684,268**
LTFP Base Scenario (excluding LIRS)					**1,835,459**	**1,785,596**	**1,846,307**	**1,909,081**	**1,973,990**	**2,041,105**	**2,110,503**	**2,182,260**	**2,256,457**	**2,333,177**
Difference					**1,000,000**	**1,034,000**	**1,069,156**	**1,105,507**	**1,143,094**	**1,181,960**	**1,222,146**	**1,263,700**	**1,306,665**	**1,351,091**
Local Sealed Urban Roads	Urban Bitumen Heavy Patching & Resealing Program	100	m	$ 323.63	$ 37,500	$ 38,775	$ 40,093	$ 41,457	$ 42,866	$ 44,324	$ 45,830	$ 47,389	$ 49,000	$ 50,666
Local Sealed Urban Roads	Pavement Rehabilitation, Sealed Urban Roads	220	m	$ 323.63	$ 75,000	$ 77,550	$ 80,187	$ 82,913	$ 85,732	$ 88,647	$ 91,661	$ 94,778	$ 98,000	$ 101,332
Local Sealed Urban Roads	Pavement Resurfacing (single coat)	1,200	m	$ 28.05	$ 32,500	$ 33,605	$ 34,748	$ 35,929	$ 37,151	$ 38,414	$ 39,720	$ 41,070	$ 42,467	$ 43,910
Local Sealed Urban Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Sealed Rural Roads	Rural Bitumen Heavy Patching & Resealing Program	500	m	$ 216.75	$ 112,500	$ 116,325	$ 120,280	$ 124,370	$ 128,598	$ 132,971	$ 137,491	$ 142,166	$ 147,000	$ 151,998
Local Sealed Rural Roads	Pavement Rehabilitation, Sealed Rural Roads	700	m	$ 216.75	$ 150,000	$ 155,100	$ 160,373	$ 165,826	$ 171,464	$ 177,294	$ 183,322	$ 189,555	$ 196,000	$ 202,664
Local Sealed Rural Roads	Pavement Resurfacing (single coat)	5,000	m	$ 18.79	$ 97,500	$ 100,815	$ 104,243	$ 107,787	$ 111,452	$ 115,241	$ 119,159	$ 123,211	$ 127,400	$ 131,731
Local Sealed Rural Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Unsealed Urban Roads	Gravel resheeting	40	m	$ 95.03	$ 3,440	$ 3,557	$ 3,678	$ 3,803	$ 3,932	$ 4,066	$ 4,204	$ 4,347	$ 4,495	$ 4,648
Local Unsealed Urban Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Unsealed Rural Roads	Gravel resheeting	1,200	m	$ 116.32	$ 129,000	$ 133,386	$ 137,921	$ 142,610	$ 147,459	$ 152,473	$ 157,657	$ 163,017	$ 168,560	$ 174,291
Local Unsealed Rural Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Timber Bridges	Timber Bridge Rehabilitation/Renewal	10	m	$ 14,487.00	$ 165,000	$ 170,610	$ 176,411	$ 182,409	$ 188,611	$ 195,023	$ 201,654	$ 208,511	$ 215,600	$ 222,930
Local Concrete/Steel Bridges	Concrete/Steel Bridge Rehabilitation/Renewal	5	m	$ 23,199.00	$ 99,000	$ 102,366	$ 105,846	$ 109,445	$ 113,166	$ 117,014	$ 120,992	$ 125,106	$ 129,360	$ 133,758
Causeways	Causeway Rehabilitation/Renewal	20	m	$ 1,935.50	$ 35,000	$ 36,190	$ 37,420	$ 38,693	$ 40,008	$ 41,369	$ 42,775	$ 44,230	$ 45,733	$ 47,288
Kerb & Gutter	Urban Kerb & Gutter Renewal Program	500	m	$ 80.00	$ 40,000	$ 41,360	$ 42,766	$ 44,220	$ 45,724	$ 47,278	$ 48,886	$ 50,548	$ 52,267	$ 54,044
Footpaths	Urban Footpath Renewal Program	100	m	$ 130.40	$ 12,000	$ 12,408	$ 12,830	$ 13,266	$ 13,717	$ 14,184	$ 14,666	$ 15,164	$ 15,680	$ 16,213
Footpaths	Footpath/Cycleway Construction Program		m	$ 163.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Major Street Furniture	Major Street Furniture Renewal	1	item	$ 2,060.00	$ 2,060	$ 2,130	$ 2,202	$ 2,277	$ 2,355	$ 2,435	$ 2,518	$ 2,603	$ 2,692	$ 2,783
Carparks	Carpark Rehabilitation/Renewal	100	m²	$ 45.00	$ 4,500	$ 4,653	$ 4,811	$ 4,975	$ 5,144	$ 5,319	$ 5,500	$ 5,687	$ 5,880	$ 6,080
Street Lighting	Street Lighting Renewal	1	item	$ 5,000.00	$ 5,000	$ 5,170	$ 5,346	$ 5,528	$ 5,715	$ 5,910	$ 6,111	$ 6,319	$ 6,533	$ 6,755

Glen Innes Severn Council

A map indicating location will be inserted here

Draft

Glen Innes Severn has an area of approximately 5,486.9 km2 with a population of 8,965. Located in the New England area and the area is known as Celtic Country and is home of the Australian Standing Stones. The local economy is based on the livestock, agriculture, tourism and service sectors. There is also sapphire mining and mining exploration in the area.

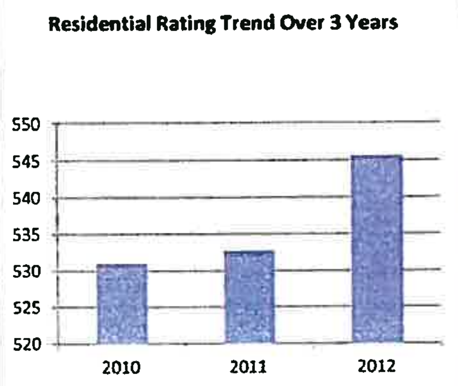
Your Local Government Area	LGA	Group Avg
Five year population change	-1.8%	-0.8%
Population aged <19	24.3%	26.3%
Population aged >20 <59	46.4%	48.9%
Population aged >60	29.3%	24.8%
Aboriginal & Torres Strait Islanders	5.7%	7.8%
Language Other than English	1.6%	2.1%
Socio-Economic Index Ranking (1 lowest)	21	55

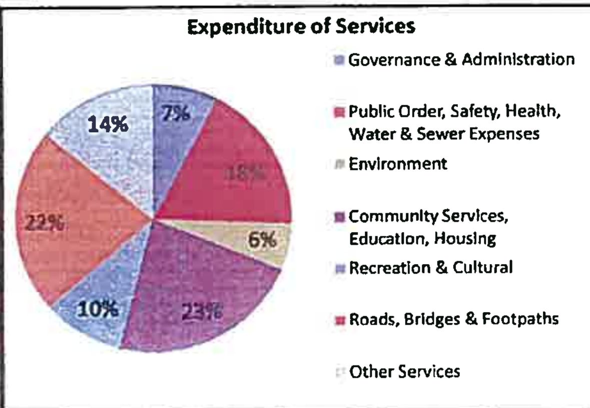
Your Council	LGA	Group Avg
Number of Councillors	7	9
Population per Councillor	1,281	822
Number of Equivalent Full Time Staff	131	105
2011/12 Revenue ($'000)	$24,744	$22,333
Average Revenue per capita	$2,760	$3,245
Average Expenses per capita	$2,738	$3,101
Population Density (Residents per km^2)	1.63	1.84

Your Local Economy	LGA	Group Avg
Unemployment Rate	6.7%	5.3%
Average Taxable Income ($)	$30,324	$34,803
Average Household Family Size	2.8	2.5
Largest Industry Employer	Ag/forestry/fishing	
Value of DA's approved ($M)	$6,902	$12,449
Tourist Accommodation Establishments	7	6

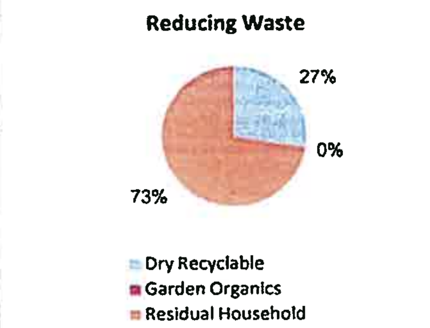
Your Public Facilities & Social Factors	LGA	Group Avg
Number of Public Swimming Pools	2	2
Number of Public Halls	5	7
Number of Public Libraries	4	2
Open Public Space (ha)	134	148
% Pensioner Rebates	31.9%	24.9%
Access to Internet at Home	59.30%	61.52%

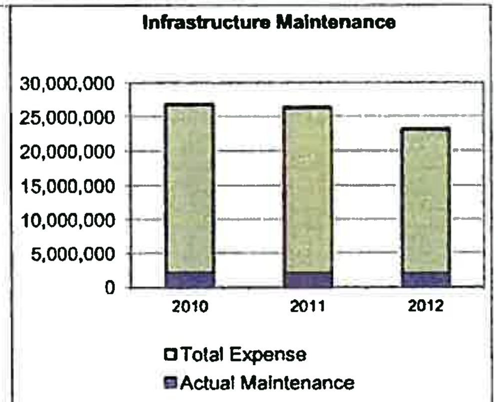
Your Council's Rates and Spending





Your Council's Waste and Infrastructure





TCorp has assessed your Council's current Financial Sustainability Rating as Moderate with a Neutral outlook.

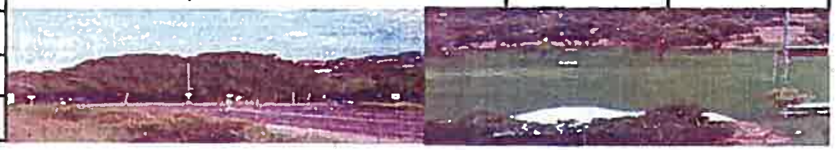
The Infrastructure Audit assessed Council's infrastructure management to be Weak.

Contacting Council	How Your Council Manages	LGA	Group
265 Grey Street,	Average Residential Rate	$545.63	$496.99
Glen Innes NSW 2370	Average Business Rate	$1,247.45	$1,115.04
Postal Address:	Average Farmland Rate	$1,875.85	$2,265.69
PO Box 61,	Average Mining Rate	$333.33	$86,724.44
Gl[illegible]nes NSW 23[illegible]	Average Water and Sewer Bill	$772.00	$1,052.25
Ph[illegible] 02 67[illegible]30	Average Domestic Waste Charge	$257.10	$231.47
Fax: 02 6732 3764	% of Own Source Revenue	39.65%	46.59%
Email:	% Grants of Revenue	47.19%	46.97%
council@gisc.nsw.gov.au	Operating Performance Ratio	-0.27%	-6.64%
Web:	Unrestricted Current Ratio	3.46	4.60
www.gisc.nsw.gov.au	Building & Infrastructure Renewal Ratio	55.09%	65.09%
	Infrastructure Backlog Ratio	0.14	0.15

2012 Local Government Elections: Glen Innes Severn Candidates and Councillors

LGA Demographics	% Pop in LGA	% Councillor Candidates in LGA	% Councillors Elected in LGA	% Councillors State Average
Male	50%	73%	86%	73%
Female	50%	27%	14%	27%
ATSI	6%	18%	0%	2%
Disability	N/A	0%	0%	2%
NESB	2%	0%	0%	8%
Age <30 years	34%	9%	14%	12%
Age >30, < 60 years	37%	55%	57%	58%
Age 60+ years	29%	36%	29%	31%

How Your Council is Performing	LGA	Group
Governance & Administration Expenditure per capita	$207.25	$408.57
Environmental Expenditure per capita	$153.04	$212.14
Water & Sewer Services Expenditure per capita	$366.98	$118.83
Community Services & Amenities, Housing & Education Expenditure per capita	$625.32	$306.08
Recreational & Culture Expenditure per capita	$263.02	$267.58
Public Order, Safety & Health Expenditure per capita	$125.15	$118.83
Other Services Expenditure per capita	$385.05	$475.38
Average Kilogram Kerbside Dry Recyclables Collected per household/week	8.0	5.5
Average Kilogram Kerbside Garden Organics Collected per household/week	N/A	5.3
Average Kilogram Kerbside Residual Waste Collected per household/week	11.5	14.7
Domestic Waste Recovery Rate for Council	41.0%	27.44%
Roads, Bridges and Footpath expenditure per capita	$608.70	$938.83
Kilometre Road Length per capita	129.16	234.72
Mean gross days for Development Applications	31	58
Number of Develop Applications determined	119	89
Library Services Expenditure per capita	$83.88	$47.88
Library Circulation per capita	10.78	4.58
Percentage of Companion Animals Identified that are Registered	84%	56.21%
Number of Companion Animals	4,703	2,766



Glen Innes Severn Council Meeting

28 NOVEMBER 2013

Annexure F

Independent Pricing and Regulatory Tribunal

FACT SHEET

Our role in local government rate-setting - special variations

October 2013

Purpose

This fact sheet provides guidance to NSW councils that are considering applying for a special variation in 2014/15.

It discusses the information that councils need to provide to IPART to demonstrate that they meet the assessment criteria set by the Division of Local Government, Department of Premier and Cabinet.

Who is IPART?

IPART is the State's main independent regulator. We set prices and/or license certain water, electricity, gas and transport businesses; we administer the Energy Savings Schemes; and we also have a role in setting local council rates. We are also an economic and policy think tank for the Government, similar to the Productivity Commission at the Commonwealth level.

We have a Tribunal and a Secretariat.

The Tribunal is the decision-making body. It comprises up to 3 members. Currently it has 3 members:

Dr Peter J. Boxall AO	Chairman
Mr Simon Draper	Part Time Tribunal Member
Dr Paul Paterson	Part Time Tribunal Member

The Secretariat includes the staff of IPART. The Secretariat undertakes analysis for the Tribunal and provides administrative support to the Tribunal.

What is our role in local government rate setting?

In 2010, the Government delegated to IPART the function of regulating council rate increases. This includes:

- determining the rate peg (the maximum allowable increase in Local Government general income for most councils)
- establishing a Local Government Cost Index to be used in setting the rate peg
- reviewing applications from councils for special rate variations and determining special rate variations
- reviewing applications from councils for minimum rates above the statutory limit and determining minimum rate increases.

As the Minister for Local Government delegated these functions to us, we are the decision-making body and we do not need the approval of any other body to make our determinations.

What is rate pegging?

Since 1977, council rate revenue and certain other council revenues have been regulated in NSW under an arrangement known as 'rate pegging'.

Rate pegging allows all councils to increase their total rate revenue in line with the annual change in the rate peg. The rate peg is a percentage amount that is set each year. Previously, the Minister for Local Government set the rate peg. Since 2011/12, it has been set by us, mainly based on an index of typical council costs. The rate peg percentage for 2013/14 is 3.4%. We will announce the rate peg for 2014/15 in early December 2013.

The rate pegging system also provides flexibility for individual council circumstances by allowing councils to apply to IPART for a special variation. Special variations allow councils to seek to increase their rates by more than the rate peg, after engaging with their communities as part of their Integrated Planning and Reporting.

How can individual rates go up by more than the rate peg?

The rate peg applies to the council's total general income, not the rates that individual ratepayers pay. General income mainly comprises rates revenue, but also includes certain annual user charges.

Councils have the discretion to set rate levels for different categories of ratepayers eg, residential and business categories. Therefore, rates that individual households or businesses pay will not necessarily increase in line with the rate peg.

In addition, changes in land valuations may impact on the rates actually payable by individual households or businesses but they do not add to a council's general income.

What is a special rate variation?

The *Local Government Act 1993* allows councils to apply for a special rate variation. A special rate variation allows councils to increase general income by more than the rate peg.

Councils may apply for a special rate variation for a range of reasons such as:

- improving the financial position of the council, particularly where there may be financial sustainability issues
- funding the development and/or maintenance of essential community infrastructure or to reduce backlogs in asset maintenance and renewal
- funding new or enhanced services to meet growing demand in the community
- funding projects of regional significance, and
- covering special or unique cost pressures that the council faces.

The 2 types of special rate variations that a council may apply for under the Act are:

- an increase in a single year (under section 508(2))
- increases over 2 to 7 years (under section 508A). These will be cumulative; for example, the cumulative increase of 5% per annum for 4 years is 21.6%.

How will we assess applications for special rate variations?

Councils are to submit their applications for special variations to us by 24 February 2014. A list of the councils that apply and the details of their applications will be published on our website.

We will assess each application in accordance with the *Guidelines for the preparation of an application for a special variation to general income for 2014/15* (the Guidelines) issued by the Division of Local Government (DLG), Department of Premier and Cabinet on 30 September 2013. The Guidelines are updated each year. They are available on both the DLG's and our websites.

Once we have completed our assessment, we decide whether to approve, approve in part or reject the special rate variation. We expect to announce our decisions in mid-June 2014.

We notify councils by letter regarding the outcome of their application. We also publish the reasons for our decision, and any conditions attaching to it, in a report, which we post on our website.

What are the criteria that we use to assess applications?

The criteria that we will use to assess special variations from 2014/15 are set out in the special variation Guidelines and are reproduced below (Box 1).

Box 1 Assessment criteria for applications for 2014/15

1. The need for and purpose of a different revenue path (as requested through the special variation) is clearly articulated and identified through the council's Integrated Planning and Reporting (IP&R) documents, including its Delivery Program and Long Term Financial Plan. Evidence for this criterion could include evidence of community need/desire for service levels/project and limited council resourcing alternatives and the council's financial sustainability conducted by the NSW Treasury Corporation. In demonstrating this need councils must indicate the financial impact in their Long Term Financial Plan applying the following two scenarios:
   a) Baseline scenario – revenue and expenditure forecasts which reflect the business as usual model, and exclude the special variation, and
   b) Special variation scenario – the result of approving the special variation in full is shown and reflected in the revenue forecast with the additional expenditure levels intended to be funded by the special variation.
2. Evidence that the community is aware of the need for and extent of a rate rise. This must be clearly spelt out in IP&R documentation and the council must demonstrate an appropriate variety of engagement methods to ensure opportunity for community awareness/input. The IP&R documentation should canvas alternatives to a rate rise, the impact of any rises upon the community and the council's consideration of the community's capacity and willingness to pay rates. The relevant IP&R documents must be approved and adopted by the council before the council seeks IPART's approval for a special variation to its general income.
3. The impact on affected ratepayers must be reasonable, having regard to both the current rate levels, existing ratepayer base and the proposed purpose of the variation. Council's IP&R process should also establish that the proposed rate increases are affordable having regard to the local community's capacity to pay.
4. The proposed Delivery Program and Long Term Financial Plan must show evidence of realistic assumptions.
5. An explanation of the productivity improvements and cost containment strategies the council has realised in past years, and plans to realise over the proposed special variation period.
6. IPART will assess each application based on its merits against criteria 1 to 5 above. In doing so, IPART will consider:
   - size and resources of the council
   - size (both actual $ and %) of increase requested
   - current rate levels and previous rate rises
   - purpose of the special variation; and
   - any other matter considered relevant in assessing a special variation application.

The Guidelines for 2014/15 have changed from the previous year in 3 main respects:

- Councils must submit both a special variation scenario and a 'business as usual' scenario in their Long Term Financial Plans.
- Councils must have adopted their relevant Integrated Planning and Reporting (IP&R) documents before submitting an application for a special variation.
- Where a council is not able to incorporate its special variation into its IP&R documents, it may apply for an exemption from this requirement. However, this would only occur in exceptional circumstances.

Special Variations and Integrated Planning and Reporting

The NSW Government introduced the IP&R framework to improve councils' long term planning; integrate community, financial and asset planning; and to improve council accountability. All councils have now implemented the IP&R framework. This means that they have:

- Identified and planned for funding priorities, asset management and service levels following engagement with their communities. One way these priorities might be paid for would be through a special variation in rates.
- Developed a set of plans in consultation with their communities, including a Community Strategic Plan, a Long Term Financial Plan (both for at least a minimum of 10 years), and a 4-year Delivery Program and 1-year Operational Plan with accompanying budgets. Any proposed special variation would be reflected in the Delivery Program and Long Term Financial Plan.
- Established a series of reporting processes.

Following council elections, each council is to review their IP&R documents.

Further information on the IP&R Framework may be found in DLG's *Integrated Planning and Reporting Guidelines for local government in NSW* and *Integrated Planning and Reporting Manual.* Both are available on the DLG website.

What information do councils provide to us?

Councils provide evidence that shows that they have met the criteria of assessment in the special variation Guidelines. If a council has effectively developed its IP&R documents in consultation with its community, it should be in a position to demonstrate to us that it has extensively engaged with its community about:

- its financial position and projections
- the community's service delivery and expenditure priorities
- the community's capacity and willingness to pay higher rates.

A council's IP&R documents, particularly the Delivery Program, Long Term Financial Plan, Asset Management Plans and Community Engagement Strategy, should provide sufficient information to meet most of the criteria for assessing an application.

We have developed specific application forms (in 2 parts: Part A and Part B) to indicate the type of information that should accompany the applications. The forms are posted on our website. They also outline other information that we require for assessing an application. Among other things, this includes information on:

- the rating structure
- the impact on rates of the special variation
- the council's track record on productivity improvements and cost containment strategies, and its plans for future gains in these areas.

The amount of information that councils are to provide under each criterion is a matter for the council to decide. The information provided should be sufficient to assist us in assessing the application against each criterion. In general, the information provided should be proportional to the size or complexity of the special variation being requested. For example, a proposed rate increase that is relatively small would need less supporting evidence than large ones.

Criterion 1: Need for the variation

The council must demonstrate that the additional rate revenue is needed. The demonstration is to be based on the council's IP&R documents, where relevant.

The criterion requires councils to provide evidence that includes:

- the community's need and/or desire for higher levels of service or particular projects to be delivered by the council
- that the council has examined alternatives to a rate rise
- that the council has considered its current and projected financial sustainability.

Criterion 2: Community awareness and engagement

The council must provide evidence from its IP&R documents that its community is aware of the need for, and extent of, a rate rise through an appropriate variety of engagement methods and that the engagement has provided it with community feedback on the relevant issues.

The IP&R documents should also show that the council has engaged on:

- alternatives to a rate rise
- how the special variation is expected to affect rates

- a consideration of the community's capacity and willingness to pay.

Criterion 3: Impact on ratepayers

We are required to assess whether the impact of the special variation on ratepayers is reasonable. We therefore ask councils to show us why they consider the impact on ratepayers to be reasonable.

We also consider the size of the rate increase, current rate levels, the existing ratepayer base and the proposed purpose of the variation. In addition we consider whether the proposed rate increases are affordable.

In making our assessment, we will consider trends in a range of socioeconomic indicators, both within an LGA over time and with other relevant council areas.

Criterion 4: Delivery Program and Long Term Financial Plan assumptions

The assumptions underpinning the Delivery Plan and LTFP must be realistic if those plans are to be the strategic and financial justification for the application.

We will assess all the assumptions that underpin the projections, including the proposed scope and level of service delivery and the council's estimate of growth in population and assessments in the LGA.

Criterion 5: Productivity improvements and cost containment strategies

We will examine the evidence of productivity improvements and cost savings made, and to be made, by the council. The range of improvements may include re-prioritising various services and the levels of service provision, re-organising/reducing labour and capital inputs, and reviewing organisational structures or services to be delivered.

We will also consider trends in various productivity indicators across time for the council and compare them to other relevant councils.

Can residents and ratepayers make submissions directly to us?

We do not hold public hearings as part of our assessment of applications. Rather, the Guidelines require each council to engage with its community on its expenditure and revenue plans as part of its Integrated Planning and Reporting process.

We therefore encourage members of the community to participate in their council's IP&R community consultation and engagement processes. Councils will have to demonstrate to us that they have engaged with their communities and listened to the input that they have received.

Although we do not solicit them, we will accept and consider submissions from interested groups or individual ratepayers regarding special variations for up to 4 weeks after the deadline for council applications. Thus, interested groups and ratepayers must make a submission by 24 March 2014.

We prefer ratepayers to lodge submissions using our electronic submission facility that is available on our website during the submission period. This may be accessed alongside each council's application at:
http://www.ipart.nsw.gov.au/Home/Industries/Local_Govt/Special_Variations_and_Minimum_Rates/Applications_Determinations

However, if you wish to post your submission to us, our address is:

Local Government Team
Independent Pricing and Regulatory Tribunal of NSW
PO Box Q290
QVB Post Office NSW 1230

If you wish to use email, our address is: localgovernment@ipart.nsw.gov.au.

We will ask your permission to post your submission on our website. If you make an online submission you will be prompted to indicate that you agree to it being posted, or you may request confidentiality. Submissions that we post will only show the author's name; all other contact details will be removed.

Do other parties play a role in deciding special rate variations?

We make all the decisions regarding special variations using the criteria set by the DLG and the content of the Guidelines. DLG may also provide input into the assessment process, particularly regarding a council's rating structure and the value of previously approved special variations.

We base each decision on the evidence provided in the application and any other material that we consider relevant. Other relevant material will include submissions from the community (including letters from parliamentarians and local councillors) and material from a range of other sources such as local media reports.

What are the steps for councils that are considering applying?

- Step 1 – Call us to discuss the application (phone 9113 7710) and consider meeting with us before the official notification date (13 December 2013).
- Step 2 – download the Guidelines from DLG's website and the application forms (Parts A and B) from our website at www.ipart.nsw.gov.au.
- Step 3 – ensure that the council can meet the criteria in the Guidelines.

- Step 4 – Register on our Council Portal and submit your notification letter to us by 13 December 2013 indicating your council's intention to apply for a special rate variation.
- Step 5 – Complete application forms Part A and B and submit these and any other application material via the Portal. This can be done progressively and saved on the Portal from the notification date. Completed applications for special rate variations must be submitted by 24 February 2014.

Want more information?

Refer to the Guidelines or contact us on 9113 7710. We also publish fact sheets on community awareness and engagement and the process for applying for an increase in minimum rates.

Glen Innes Severn Council Meeting

28 NOVEMBER 2013

Annexure G

Draft Transport Infrastructure Capital Program 2013/14 to 2023/24

Asset Category	Project Description	Quantity est.	Unit	Unit Rate 2014/15	TOTAL 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	TOTAL 2019/20	TOTAL 2020/21	TOTAL 2021/22	TOTAL 2022/23	TOTAL 2023/24
LTFP SRV Scenario (excluding LIRS)					**2,835,459**	**2,819,596**	**2,915,463**	**3,014,588**	**3,117,084**	**3,223,065**	**3,332,649**	**3,445,960**	**3,563,122**	**3,684,268**
LTFP Base Scenario (excluding LIRS)					**1,835,459**	**1,785,596**	**1,846,307**	**1,909,081**	**1,973,990**	**2,041,105**	**2,110,503**	**2,182,260**	**2,256,457**	**2,333,177**
Difference					**1,000,000**	**1,034,000**	**1,069,156**	**1,105,507**	**1,143,094**	**1,181,960**	**1,222,146**	**1,263,700**	**1,306,665**	**1,351,091**
Local Sealed Urban Roads	Urban Bitumen Heavy Patching & Resealing Program	100	m	$ 323.63	$ 37,500	$ 38,775	$ 40,093	$ 41,457	$ 42,866	$ 44,324	$ 45,830	$ 47,389	$ 49,000	$ 50,666
Local Sealed Urban Roads	Pavement Rehabilitation, Sealed Urban Roads	220	m	$ 323.63	$ 75,000	$ 77,550	$ 80,187	$ 82,913	$ 85,732	$ 88,647	$ 91,661	$ 94,778	$ 98,000	$ 101,332
Local Sealed Urban Roads	Pavement Resurfacing (single coat)	1,200	m	$ 28.05	$ 32,500	$ 33,605	$ 34,748	$ 35,929	$ 37,151	$ 38,414	$ 39,720	$ 41,070	$ 42,467	$ 43,910
Local Sealed Urban Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Sealed Rural Roads	Rural Bitumen Heavy Patching & Resealing Program	500	m	$ 216.75	$ 112,500	$ 116,325	$ 120,280	$ 124,370	$ 128,598	$ 132,971	$ 137,491	$ 142,166	$ 147,000	$ 151,998
Local Sealed Rural Roads	Pavement Rehabilitation, Sealed Rural Roads	700	m	$ 216.75	$ 150,000	$ 155,100	$ 160,373	$ 165,826	$ 171,464	$ 177,294	$ 183,322	$ 189,555	$ 196,000	$ 202,664
Local Sealed Rural Roads	Pavement Resurfacing (single coat)	5,000	m	$ 18.79	$ 97,500	$ 100,815	$ 104,243	$ 107,787	$ 111,452	$ 115,241	$ 119,159	$ 123,211	$ 127,400	$ 131,731
Local Sealed Rural Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Unsealed Urban Roads	Gravel resheeting	40	m	$ 95.03	$ 3,440	$ 3,557	$ 3,678	$ 3,803	$ 3,932	$ 4,066	$ 4,204	$ 4,347	$ 4,495	$ 4,648
Local Unsealed Urban Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Unsealed Rural Roads	Gravel resheeting	1,200	m	$ 116.32	$ 129,000	$ 133,386	$ 137,921	$ 142,610	$ 147,459	$ 152,473	$ 157,657	$ 163,017	$ 168,560	$ 174,291
Local Unsealed Rural Roads	Specific Road Construction/Repair to Reduce Maintenance Exp.				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Timber Bridges	Timber Bridge Rehabilitation/Renewal	10	m	$ 14,487.00	$ 165,000	$ 170,610	$ 176,411	$ 182,409	$ 188,611	$ 195,023	$ 201,654	$ 208,511	$ 215,600	$ 222,930
Local Concrete/Steel Bridges	Concrete/Steel Bridge Rehabilitation/Renewal	5	m	$ 23,199.00	$ 99,000	$ 102,366	$ 105,846	$ 109,445	$ 113,166	$ 117,014	$ 120,992	$ 125,106	$ 129,360	$ 133,758
Causeways	Causeway Rehabilitation/Renewal	20	m	$ 1,935.50	$ 35,000	$ 36,190	$ 37,420	$ 38,693	$ 40,008	$ 41,369	$ 42,775	$ 44,230	$ 45,733	$ 47,288
Kerb & Gutter	Urban Kerb & Gutter Renewal Program	500	m	$ 80.00	$ 40,000	$ 41,360	$ 42,766	$ 44,220	$ 45,724	$ 47,278	$ 48,886	$ 50,548	$ 52,267	$ 54,044
Footpaths	Urban Footpath Renewal Program	100	m	$ 130.40	$ 12,000	$ 12,408	$ 12,830	$ 13,266	$ 13,717	$ 14,184	$ 14,666	$ 15,164	$ 15,680	$ 16,213
Footpaths	Footpath/Cycleway Construction Program		m	$ 163.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Major Street Furniture	Major Street Furniture Renewal	1	item	$ 2,060.00	$ 2,060	$ 2,130	$ 2,202	$ 2,277	$ 2,355	$ 2,435	$ 2,518	$ 2,603	$ 2,692	$ 2,783
Carparks	Carpark Rehabilitation/Renewal	100	m²	$ 45.00	$ 4,500	$ 4,653	$ 4,811	$ 4,975	$ 5,144	$ 5,319	$ 5,500	$ 5,687	$ 5,880	$ 6,080
Street Lighting	Street Lighting Renewal	1	item	$ 5,000.00	$ 5,000	$ 5,170	$ 5,346	$ 5,528	$ 5,715	$ 5,910	$ 6,111	$ 6,319	$ 6,533	$ 6,755