



**Edward
River**
COUNCIL

DRAFT

Long Term Financial Plan





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LONG TERM FINANCIAL PLAN



Introduction

This Long Term Financial Plan (LTFP) makes up one of three parts of Council's Resourcing Strategy as required under the NSW Local Government Integrated Planning and Reporting (IP&R) framework:.



The IP&R encourages and supports the implementation and review of plans relating to the financial, asset and workforce contributions to Edward River Council. Through sound financial planning, strategic asset management and the development of a strong and diverse workforce, Council can continue to address and improve its long-term sustainability and deliver the outcomes desired by the community.

The Resourcing Strategy informs, influences and ultimately reflects Council's Community Strategic Plan which outlines the needs and aspirations of the people of Edward River both now, and into the future. Accordingly, the plans contained within the Resourcing Strategy provide key input in shaping both the Delivery Program and Operational Plans of Council.

The LTFP is an important part of Edward River Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities.

The LTFP aligns community expectations by providing an understanding of expected pressures that will affect the community, expected economic growth rates and drivers of Council's future financial sustainability.

The aim of the LTFP is to provide the Council with a decision-making and problem-solving tool. It is not intended that the LTFP is set in concrete – it is a guide for future action. The modelling undertaken as part of this plan will help council to weather unexpected events. It provides an opportunity for the Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The LTFFP includes:

- Planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cashflow statement
- Sensitivity analysis
- Financial modelling for different scenarios
- Methods of monitoring financial performance.

The LTFFP will be updated annually as part of the development of the Operational Plan and reviewed as part of the review cycle of the Community Strategic Plan.

The planning process is built on four foundations:

- Planning assumptions
- Revenue forecasts
- Expenditure forecasts
- Sensitivity analysis.

Planning assumptions

Assumptions in developing this plan include:

- Population forecasts
- Anticipated levels of local economic growth
- Major planned expenditure, such as capital works.
- Inflation forecasts
- Interest rate movements.

Population forecast

The Department of Planning population modelling predicts that the Edward River Council area will have continued population decline. The modelling indicates a continued decline of around 300 people per five-year period. It predicts the total population to fall to 7,450 in 2036. This contrasts to the data released by the ABS following the 2016 Census. On balance, Council takes the view that the population is likely to remain relatively stable. It recognises that future trends are dependent on a range of factors. Our population is sensitive to changes in the key employing sectors which include agriculture, retail, health and education. Changes to water policy, given its importance as a generator of jobs and contributor of economic value, can have a significant impact on the region. We have an aging population which creates some challenges with declining personal income levels, increased demand for health services and changing housing needs.

On the other side of the equation, population growth and lack of housing affordability in large metropolitan and regional centres has potential to generate demand for better lifestyle. Safety, housing affordability and advances in technology offer rural areas like Edward River opportunity to grow.

Population is an important factor for Council to consider when planning the range of services to provide, setting the levels of service to meet community expectations and maintaining the assets required to deliver those services. Population is also a key measure used by governments to calculate grant funding to Councils. As a small rural Council with a small ratepayer base and large geographical area, reliance on grant funds is higher than in large metropolitan Councils.

In summary, the estimated resident population of Edward River has been increasing since 2011 following the 2016 census, up from 8,888 in 2011 to 8,951 in 2016. The 2016 estimated resident population was 3.5% higher than state government projections for that year.

The resident population profile in 2016 shows a higher proportion of people aged between 20-34

years old than in previous periods. The proportion of people in school age cohorts (under 20 years old) continues to decline down a further 3.1% to 23.5% of the population in 2016.

Household and individual incomes are increasing. Residents of Edward River are continuing to be more educated with the proportion of people with a post school qualification increasing across all levels.

Anticipated levels of local economic growth

The value of regional exports has increased by an estimated \$86.59 million. Regional exports are more balanced across sectors with significant declines experienced in grain mill and cereal product manufacturing being offset by notable gains in:

- meat and meat product manufacturing,
- heavy and civil engineering construction,

- water supply, sewerage and drainage services, and
- agriculture, forestry and fishing support services.

Employment in retail trade has declined overall as a proportion of total regional employment. Employment in meat and meat product manufacturing has increased significantly, offset by decreases in grain mill and cereal product manufacturing. Value added by industry in Edward River has increased by an estimated \$51.5 million.

Construction services, heavy and civil engineering construction and water supply, sewerage and drainage services all saw notable increases in levels of local expenditure.

Major planned expenditure such as capital works

Detail of the Council's capital works program for 2018-19 are outlined in the Delivery Program and Operational Plan document. In the years following, Council plans to focus on addressing the backlog of capital works, with a 'renew over new' approach to asset management. The following table highlights the planned expenditure for each major class of asset for the next four years.

The capital works program will evolve as Council develops its asset management planning delivery. The program presented in this LTFP for future years is subject to change in accordance with program priorities, funding availability and community priorities.

Capital Works Statement 2019-22

Projections				
Year Ending	Proposed Budget \$000s			
	2019	2020	2021	2022
Land	-	-	-	-
Land improvements	20	24	198	100
Buildings	1,075	5	5	100
Building improvements	-	-	-	-
Leasehold improvements	-	-	-	-
Heritage buildings	-	-	-	-
Plant, machinery and equipment	2,005	1,632	1,879	1,707
Fixtures, fittings and furniture	11	11	12	20
Computers and telecommunications	-	-	-	150
Heritage plant and equipment	-	-	-	-
Library books	58	45	45	145
Roads	6,241	4,454	4,276	5,000
Bridges	150	50	150	200
Footpaths and cycle ways	122	125	130	200
Drainage	85	210	78	950
Rec, leisure and community facilities	-	-	-	-
Waste management	-	2,000	-	100
Parks, open spaces and streetscape	2,375	200	200	200
Aerodromes	25	25	25	100
Off street car parks	-	-	-	-

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022

Other infrastructure	700	-	-	-
Water	1,327	2,031	484	1,000
Sewer	761	993	1,295	20,000
Swimming Pools	790	228	11	100
Saleyards	-	-	-	1,200
Total Capital Works	15,745	12,033	8,788	31,272

Represented by:

Renewal Investment	9,601	11,728	8,531	30,147
Upgrade Investment	3,537	205	207	975
Expansion Investment	1,200	-	-	50
New Investment	1,408	100	50	100
Total Capital Works	15,745	12,033	8,788	31,272

Renewal Demand and Investment

Renewal Demand	8,842	9,019	9,199	9,383
Renewal Gap = Not Funded	-	-	668	-
Accumulated Renewal Gap	25,170	25,170	25,838	25,838

Inflation forecasts

According to the ABS, there is no single best measure of inflation. A range of indexes can be used to plan for future expenditure. The Australian Consumer Price Index (CPI) is considered the most suitable approach when the primary purpose of the CPI is as a macro-economic indicator of price inflation affecting households.

Analysis of a range of economic forecasts suggests an inflation rate over the medium to long term of 2.5%. Council has set its increases in fees and charges generally by 2.5%.

Interest rate movements

Some economists suggest that interest rates will be around 2% in Q4/18 and rise to around 3% in 2020. Council has used a conservative figure of 2% for investments which will be reviewed annually and adjusted accordingly. Increases in interest rates can increase mortgage stress and impact on rental availability and affordability. Both situations could impact further on the capacity of ratepayers and may impact on Council's revenue collection.

Revenue forecasts

Income from rates and charges account for approximately 60% of revenue raised. Rates are generated from two sets of rating classifications and categories from the former Deniliquin and Conargo councils. Charges are made for a range of services such as waste, water and sewer.

Rates form a major component of Council's revenue base. The Edward River local government area has a lower than the state average median personal income of \$595. As a result, Council needs to consider residents' capacity to pay when setting the revenue policy. The Socio-Economic Index (SEIFA) data from 2011 indicates that Deniliquin was in the 3rd percentile of relative socio-economic disadvantage. The new SEIFA data will be released in March 2018 and will cover the whole Edward River local government area.

There is no plan to introduce new specific rates and charges in the 2018/19 year. The Deniliquin business levy ceases as at 30 June 2018. To ensure future sustainability of the Council whilst keeping costs to ratepayers and service users low, Council will review levels of service and identify and deliver operational efficiencies in the future.

Council also generates revenue through its fees and charges. Many fees and charges are regulated. Council set fees and charges have been increased in most cases in line with the CPI. Fees and charges are set where possible on a full recovery basis. Future analysis of the full cost of services will be undertaken by Council to ensure full cost-recovery is achieved.

Council has assumed recurrent grant revenue will continue at current levels. The FAG indexation rate is assumed to be 2%. Due to the community's capacity or willingness to pay, there is little opportunity to generate other forms of revenue such as metred parking.

Council is developing a Borrowings Policy, so future borrowings will be considered in line with the Policy. Borrowings are not used to fund recurrent operations. Major new infrastructure projects identified by the Council as a high priority may require new borrowings in the future. Borrowing funds for these types of projects, allows the cost to be spread over future years to facilitate inter-generational equity for these long-lived assets. Borrowings can sometimes be used to address significant backlogs of infrastructure projects if the cost-benefit analysis is positive.

Council manages its cash reserves to achieve optimum investment incomes and to be available when needed for planned expenditures.

One way of raising revenue is to apply to IPART for a special rate variation to increase the rate cap (2.3% for 18/19). IPART requires councils to actively engage residents in discussions about the proposed increase above the rate peg. Councils can do this with public hearings and other community engagement tools that suit their population. IPART will consider how effective each council's community inclusion has been before determining its application to increase charges above the set rate.

Councils need to show IPART there is:

- community awareness of their plans
- a demonstrated need for higher increases to charges
- a reasonable impact on ratepayers
- a sustainable financing strategy
- a history of well-documented council productivity improvements.

In addition to council's evidence, IPART will assess any other information considered relevant, including letters from ratepayers. Considering all factors used to forecast Council's revenue, including the community's

capacity to pay, Council aims to keep current rate rises within the current rate peg.

Council will conduct further analysis of its asset management program, service planning and LTFP in future years. Service planning will provide more opportunity to engage with the community to identify service priorities. Service priorities including levels of service, can then be planned. Service planning includes identifying which services to provide, the unit costs for each service, the levels of service to be provided, the assets required to deliver the service and the funding source for each service. Funding sources can include fees and charges, grants, rates revenue including applying to IPART for increases above the cap, borrowings and sale of assets surplus to requirements. This approach to service planning results in strong alignment of council and community priorities.

Expenditure forecasts

The Community Strategic Plan provides a basis for Council to calculate the cost of its Delivery Program and LTFP to meet the community's expectations. Council must balance community expectations, uncertainty of future revenue and expenditure forecasts, along with the operational plan and provision of ongoing services. This means we may not be able to fund all projects without raising additional revenue or reducing service levels.

Council's approach is to prioritise capital renewal projects over new, maintain adequate service levels, and to conduct future service reviews to identify areas of efficiency. Council has assumed a zero increase in recurrent operational expenditure where possible.

Council's decisions now can commit future Councils to significant commitments and therefore new capital projects must include complete costings for capital and recurrent expenditures. For example, a masonry building that has a useful life of between 50-100 years will incur operational and maintenance costs beyond the life of this LTFP. The building will require replacement at the end of its useful life and the anticipated cost of replacement will need to be considered when developing future LTFPs.

Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about population growth, interest rates and the potential effect of inflation on revenues and expenditures. In developing the LTFP a Base Case has been developed which assumes:

1. 2% indexation for operational expense
2. The value of indicative future new, expansion and upgrade works generating additional operational and maintenance costs at the rate of 2.5% compounding per annum for new and expansion works and 1.25% compounding for upgrade works.
3. The future capital works program is indicative only as many strategies are yet to be finalised - some "averaging" and allowance for asset class condition assessments at a high level have been allowed for in the LTFP for the medium to long term capital works programs.
4. Efficiency gains of \$200k in 19/20 in the General Fund

The Base Case represents Council's adopted position and illustrates Council's projected financial performance and position over the next 10 years and the intergenerational equity and long term holistic sustainability that it aims to achieve.

Additional scenarios have been modelled to allow for inclusion of future large-scale capital projects. The set of three scenarios are:

1. Base Case
2. Base Case including airport
3. Base Case including airport and civic centre

Each scenario is accompanied with a full set of financial statements for comparison in the modelling section below.

FINANCIAL MODELLING



› Base case Sustainability model

Whole of Council Statement of Comprehensive Income Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	12,521	12,817	13,120	13,431	13,748	14,073	14,406	14,747	15,096	15,453
User Charges and Fees	3,289	3,371	3,456	3,542	3,630	3,721	3,814	3,910	4,007	4,108
Interest & Investment Revenue	804	820	836	853	870	888	905	924	942	961
Other Revenues	720	734	749	764	779	795	811	827	844	860
Grants & Contributions for Operating Purposes	8,600	8,773	8,949	9,129	9,313	9,501	9,692	9,887	10,086	10,290
Grants & Contributions for Capital Purposes - Cash	-	2,200	700	16,675	700	700	700	700	700	700
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,934	28,715	27,810	44,394	29,041	29,678	30,329	30,994	31,675	32,371
Expenses from Continuing Operations										
Employee Costs	8,685	8,902	9,125	9,353	9,587	9,826	10,072	10,324	10,582	10,846
Borrowing Costs	147	147	356	504	402	294	183	89	22	0
Materials and Contracts	6,495	6,625	6,757	6,893	7,030	7,171	7,314	7,461	7,610	7,762
Depreciation	8,610	8,720	8,895	9,072	9,254	9,438	9,627	9,819	10,015	10,216
Other Expenses	3,185	1,903	1,963	1,955	2,028	2,134	2,154	2,162	2,242	2,260
Total Expenses from Continuing Operations	27,122	26,298	27,095	27,777	28,300	28,864	29,351	29,855	30,471	31,084
Operating Result from Continuing Operations Surplus/(Deficit)	(1,188)	2,417	715	16,617	741	814	978	1,139	1,205	1,288

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

(1,188) 217 15 (58) 41 114 278 439 505 588

Whole of Council Statement of Financial Position Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	31,762	35,716	40,962	32,768	34,907	35,887	35,005	37,133	40,603	43,343
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	2,064	2,285	2,216	3,578	2,314	2,359	2,417	2,470	2,525	2,573
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	550	550	550	550	550	550	550	550	550	550
Total Current Assets	34,376	38,551	43,727	36,896	37,771	38,796	37,972	40,153	43,677	46,467
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	(5)	(9)	(14)	(18)	(23)	(27)	(32)
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	251	253	254	255	257	258	260	261	263	264
Infrastructure, Property, Plant & Equipment	397,152	411,904	411,390	445,395	443,374	454,467	454,409	465,363	462,305	474,797
Other	179	169	160	150	141	132	122	113	103	94
Total Non-Current Assets	397,581	412,326	411,804	445,796	443,762	454,844	454,773	465,714	462,644	475,124
Total Assets	431,958	450,877	455,531	482,692	481,533	493,640	492,745	505,867	506,321	521,591
Current Liabilities										
Payables	1,511	1,437	1,473	1,505	1,539	1,569	1,608	1,644	1,680	1,712
Borrowings	348	1,106	1,903	2,005	2,113	1,986	1,763	864	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	3,162	3,225	3,290	3,356	3,423	3,491	3,561	3,632	3,705	3,779
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,021	5,768	6,665	6,866	7,075	7,046	6,932	6,140	5,384	5,491
Non Current Liabilities										
Payables	152	155	158	161	165	168	171	175	178	182
Borrowings	1,859	5,694	8,731	6,726	4,613	2,627	864	-	-	-
Provisions	77	78	80	81	83	84	86	88	90	91
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	2,088	5,927	8,969	6,968	4,860	2,879	1,121	263	268	273
Total Liabilities	7,109	11,695	15,634	13,834	11,935	9,925	8,053	6,402	5,652	5,764
Net Assets	424,849	439,182	439,897	468,858	469,598	483,715	484,691	499,465	500,669	515,827
Equity										
Retained Earnings	104,486	108,934	110,133	131,123	131,864	132,677	133,655	134,795	136,000	137,287
Revaluation Reserves	293,355	305,271	305,270	317,613	317,612	330,915	330,914	344,548	344,547	358,418
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	27,009	24,978	24,494	20,122	20,122	20,122	20,122	20,122	20,122	20,122
Total Equity	424,850	439,183	439,897	468,858	469,598	483,714	484,692	499,465	500,669	515,827

Whole of Council Statement of Cash Flows Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	26,520	28,496	27,882	43,034	30,307	29,635	30,272	30,943	31,623	32,325
Payments - Operating Activities	(18,618)	(17,749)	(18,237)	(18,787)	(19,096)	(19,407)	(19,711)	(20,052)	(20,423)	(20,856)
Net Cash Provided by (or used in) Operating Activities	7,902	10,747	9,645	24,247	11,210	10,228	10,561	10,892	11,199	11,469
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	321	646	555	730	611	325	391	496	315	382
Purchases - Infrastructure, Property, Plant & Equipment	(15,745)	(12,033)	(8,788)	(31,272)	(7,682)	(7,464)	(9,853)	(7,502)	(7,185)	(9,115)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(15,424)	(11,387)	(8,233)	(30,542)	(7,071)	(7,139)	(9,462)	(7,006)	(6,870)	(8,733)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	5,000	5,000	-	-	-	-	-	-	-
Payments - Principal Repayments	(327)	(407)	(1,166)	(1,903)	(2,005)	(2,113)	(1,986)	(1,763)	(864)	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(327)	4,593	3,834	(1,903)	(2,005)	(2,113)	(1,986)	(1,763)	(864)	-
Net Increase/(Decrease) in Cash Assets Held	(7,849)	3,953	5,246	(8,198)	2,134	976	(887)	2,123	3,465	2,736

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	39,611	31,762	35,716	40,962	32,764	34,898	35,874	34,987	37,110	40,576
Cash and Cash Equivalents at End of Reporting Period	31,762	35,716	40,962	32,764	34,898	35,874	34,987	37,110	40,576	43,312
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	31,762	35,716	40,962	32,764	34,898	35,874	34,987	37,110	40,576	43,312

General Fund Statement of Comprehensive Income Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	8,457	8,652	8,850	9,054	9,262	9,475	9,693	9,916	10,144	10,378
User Charges and Fees	1,521	1,559	1,598	1,638	1,679	1,721	1,764	1,808	1,853	1,900
Interest & Investment Revenue	555	566	577	589	601	613	625	638	650	663
Other Revenues	720	734	749	764	779	795	811	827	844	860
Grants & Contributions for Operating Purposes	8,510	8,680	8,854	9,031	9,211	9,396	9,584	9,775	9,971	10,170
Grants & Contributions for Capital Purposes - Cash	-	2,200	700	1,675	700	700	700	700	700	700
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,763	22,391	21,329	22,751	22,233	22,700	23,177	23,664	24,162	24,671
Expenses from Continuing Operations										
Employee Costs	7,982	8,182	8,386	8,596	8,811	9,031	9,257	9,488	9,725	9,968
Borrowing Costs	103	110	303	249	192	132	71	22	0	0
Materials and Contracts	5,529	5,640	5,752	5,867	5,985	6,104	6,227	6,351	6,478	6,608
Depreciation	7,171	7,315	7,461	7,610	7,762	7,917	8,075	8,236	8,401	8,569
Other Expenses	892	(466)	(454)	(511)	(489)	(432)	(463)	(507)	(479)	(515)
Total Expenses from Continuing Operations	21,678	20,779	21,448	21,811	22,261	22,753	23,166	23,591	24,125	24,630
Operating Result from Continuing Operations Surplus/(Deficit)	(1,915)	1,612	(120)	940	(28)	(53)	10	73	37	41

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

(1,915) (588) (820) (735) (728) (753) (690) (627) (663) (659)

General Fund Statement of Financial Position Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	19,794	24,665	24,595	22,393	21,981	21,564	21,882	22,304	23,901	25,794
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	1,578	1,788	1,705	1,821	1,777	1,810	1,853	1,892	1,932	1,967
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	530	530	530	530	530	530	530	530	530	530
Total Current Assets	21,902	26,983	26,830	24,744	24,288	23,903	24,264	24,726	26,363	28,291
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	198	198	198	198	198	198	198	198	198	198
Infrastructure, Property, Plant & Equipment	313,003	323,611	322,752	334,514	333,940	343,226	341,925	351,041	349,553	358,264
Other	179	169	160	150	141	132	122	113	103	94
Total Non-Current Assets	313,379	323,978	323,110	334,862	334,279	343,556	342,245	351,352	349,854	358,556
Total Assets	335,281	350,961	349,940	359,606	358,567	367,459	366,510	376,077	376,217	386,846
Current Liabilities										
Payables	1,185	1,103	1,131	1,156	1,183	1,206	1,237	1,264	1,293	1,318
Borrowings	244	995	1,049	1,107	1,167	1,062	864	-	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	3,162	3,225	3,290	3,356	3,423	3,491	3,561	3,632	3,705	3,779
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,591	5,323	5,469	5,619	5,772	5,759	5,662	4,896	4,997	5,097
Non Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	1,304	5,249	4,199	3,093	1,926	864	-	-	-	-
Provisions	77	78	80	81	83	84	86	88	90	91
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	1,380	5,327	4,279	3,174	2,009	948	86	88	90	91
Total Liabilities	5,971	10,650	9,748	8,793	7,781	6,708	5,748	4,984	5,087	5,188
Net Assets	329,309	340,312	340,192	350,814	350,786	360,751	360,762	371,093	371,130	381,658
Equity										
Retained Earnings	92,611	94,223	94,104	95,043	95,016	94,963	94,973	95,046	95,084	95,125
Revaluation Reserves	218,518	227,908	227,908	237,591	237,591	247,609	247,609	257,867	257,867	268,353
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180
Total Equity	329,309	340,311	340,192	350,814	350,786	360,751	360,762	371,093	371,130	381,658

General Fund Statement of Cash Flows Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	19,859	22,180	21,411	22,634	22,276	22,666	23,133	23,624	24,121	24,635
Payments - Operating Activities	(14,837)	(13,643)	(14,031)	(14,290)	(14,555)	(14,823)	(15,086)	(15,377)	(15,699)	(16,054)
Net Cash Provided by (or used in) Operating Activities	5,022	8,537	7,380	8,344	7,720	7,844	8,047	8,247	8,422	8,580
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	321	646	555	730	611	325	391	496	315	382
Purchases - Infrastructure, Property, Plant & Equipment	(13,657)	(9,009)	(7,009)	(10,227)	(7,637)	(7,419)	(7,058)	(7,457)	(7,140)	(7,070)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(13,336)	(8,363)	(6,454)	(9,497)	(7,026)	(7,094)	(6,667)	(6,961)	(6,825)	(6,688)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	5,000	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(229)	(304)	(995)	(1,049)	(1,107)	(1,167)	(1,062)	(864)	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(229)	4,696	(995)	(1,049)	(1,107)	(1,167)	(1,062)	(864)	-	-
Net Increase/(Decrease) in Cash Assets Held	(8,543)	4,871	(69)	(2,202)	(412)	(417)	318	422	1,597	1,892

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	28,337	19,794	24,665	24,595	22,393	21,981	21,564	21,882	22,304	23,901
Cash and Cash Equivalents at End of Reporting Period	19,794	24,665	24,595	22,393	21,981	21,564	21,882	22,304	23,901	25,794
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	19,794	24,665	24,595	22,393	21,981	21,564	21,882	22,304	23,901	25,794

Water Fund Statement of Comprehensive Income Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	1,261	1,293	1,325	1,358	1,392	1,427	1,462	1,499	1,536	1,575
User Charges and Fees	1,509	1,547	1,585	1,625	1,666	1,707	1,750	1,794	1,839	1,885
Interest & Investment Revenue	151	154	157	160	163	167	170	173	177	180
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	48	49	50	51	52	53	54	55	56	57
Grants & Contributions for Capital Purposes - Cash	-	-	-	-	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,969	3,042	3,117	3,194	3,273	3,354	3,436	3,521	3,608	3,697
Expenses from Continuing Operations										
Employee Costs	487	499	512	524	538	551	565	579	593	608
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	505	515	525	536	547	558	569	580	592	604
Depreciation	744	759	774	790	805	821	838	855	872	889
Other Expenses	1,206	1,262	1,287	1,314	1,341	1,367	1,394	1,421	1,448	1,477
Total Expenses from Continuing Operations	2,942	3,035	3,099	3,164	3,230	3,297	3,365	3,434	3,505	3,578
Operating Result from Continuing Operations Surplus/(Deficit)	27	8	19	30	43	57	72	87	103	120

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

27 8 19 30 43 57 72 87 103 120

Water Fund Statement of Financial Position Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	231	237	243	249	255	261	268	275	282	288
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	10	10	10	10	10	10	10	10	10	10
Total Current Assets	5,802	4,544	4,859	4,684	5,537	6,420	5,585	6,533	7,513	7,527
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	31	31	32	32	33	34	34	35	36	37
Infrastructure, Property, Plant & Equipment	42,333	44,875	44,585	46,133	45,328	45,866	46,778	47,327	46,455	47,960
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	42,364	44,906	44,617	46,166	45,361	45,900	46,813	47,362	46,491	47,996
Total Assets	48,165	49,450	49,475	50,849	50,898	52,320	52,398	53,895	54,004	55,523
Current Liabilities										
Payables	181	187	191	195	199	203	208	212	216	220
Borrowings	-	-	-	-	-	-	-	-	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	181	187	191	195	199	203	208	212	216	220
Non Current Liabilities										
Payables	86	88	89	91	93	95	97	99	101	103
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	86	88	89	91	93	95	97	99	101	103
Total Liabilities	267	274	280	286	292	298	304	311	317	323
Net Assets	47,899	49,176	49,195	50,563	50,606	52,022	52,094	53,584	53,687	55,200
Equity										
Retained Earnings	4,513	6,551	7,054	8,084	8,127	8,184	8,255	8,342	8,445	8,565
Revaluation Reserves	37,929	39,199	39,199	40,537	40,537	41,896	41,896	43,300	43,300	44,693
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	5,457	3,426	2,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942
Total Equity	47,899	49,176	49,195	50,563	50,606	52,022	52,094	53,584	53,687	55,200

Water Fund Statement of Cash Flows Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	3,428	3,039	3,112	3,190	3,268	3,350	3,431	3,516	3,603	3,693
Payments - Operating Activities	(2,068)	(2,270)	(2,320)	(2,371)	(2,421)	(2,472)	(2,523)	(2,576)	(2,630)	(2,685)
Net Cash Provided by (or used in) Operating Activities	1,360	768	792	819	847	877	908	940	974	1,008
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(1,327)	(2,031)	(484)	(1,000)	-	-	(1,750)	-	-	(1,000)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(1,327)	(2,031)	(484)	(1,000)	-	-	(1,750)	-	-	(1,000)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	33	(1,263)	308	(181)	847	877	(842)	940	974	8

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	5,527	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221
Cash and Cash Equivalents at End of Reporting Period	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229

Sewer Fund Statement of Comprehensive Income Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	2,803	2,873	2,945	3,019	3,094	3,171	3,251	3,332	3,415	3,501
User Charges and Fees	259	265	272	279	286	293	300	308	316	323
Interest & Investment Revenue	98	100	102	104	106	108	110	113	115	117
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	42	43	45	47	50	52	54	57	59	62
Grants & Contributions for Capital Purposes - Cash	-	-	-	15,000	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,202	3,282	3,364	18,449	3,536	3,624	3,716	3,809	3,905	4,003
Expenses from Continuing Operations										
Employee Costs	216	221	227	233	238	244	250	257	263	270
Borrowing Costs	44	38	52	254	209	162	113	68	22	0
Materials and Contracts	461	470	480	489	499	509	519	530	540	551
Depreciation	695	647	660	673	686	700	714	728	743	758
Other Expenses	1,086	1,108	1,130	1,153	1,176	1,199	1,223	1,248	1,273	1,298
Total Expenses from Continuing Operations	2,502	2,484	2,548	2,802	2,809	2,814	2,820	2,830	2,840	2,876
Operating Result from Continuing Operations Surplus/(Deficit)	699	798	816	15,647	726	810	896	979	1,064	1,127

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

699 798 816 647 726 810 896 979 1,064 1,127

Sewer Fund Statement of Financial Position Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	255	261	268	1,508	281	288	296	304	311	318
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	10	10	10	10	10	10	10	10	10	10
Total Current Assets	6,673	7,024	12,039	7,509	8,027	8,594	8,284	9,097	10,044	10,933
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	23	23	24	25	26	26	27	28	29	30
Infrastructure, Property, Plant & Equipment	41,816	43,418	44,053	64,703	64,016	65,238	65,523	66,762	66,018	68,242
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	41,839	43,441	44,077	64,728	64,041	65,264	65,550	66,790	66,047	68,272
Total Assets	48,512	50,466	56,116	72,237	72,068	73,858	73,834	75,887	76,091	79,205
Current Liabilities										
Payables	145	147	151	154	157	160	164	167	171	174
Borrowings	104	110	853	899	946	924	899	864	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	249	257	1,004	1,053	1,103	1,084	1,063	1,031	171	174
Non Current Liabilities										
Payables	66	68	69	70	72	73	75	76	78	79
Borrowings	555	445	4,532	3,633	2,687	1,763	864	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	622	512	4,601	3,703	2,759	1,836	939	76	78	79
Total Liabilities	871	770	5,605	4,756	3,862	2,920	2,001	1,107	248	253
Net Assets	47,641	49,696	50,511	67,480	68,206	70,938	71,833	74,780	75,843	78,952
Equity										
Retained Earnings	7,361	8,159	8,976	27,995	28,721	29,531	30,427	31,406	32,471	33,597
Revaluation Reserves	36,908	38,164	38,163	39,486	39,485	41,407	41,406	43,373	43,373	45,355
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	3,372	3,372	3,372	-	-	-	-	-	-	-
Total Equity	47,641	49,695	50,511	67,481	68,206	70,938	71,833	74,780	75,843	78,952

Sewer Fund Statement of Cash Flows Base Case

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	3,233	3,277	3,358	17,210	4,763	3,619	3,709	3,803	3,899	3,997
Payments - Operating Activities	(1,713)	(1,835)	(1,886)	(2,126)	(2,120)	(2,112)	(2,102)	(2,099)	(2,095)	(2,116)
Net Cash Provided by (or used in) Operating Activities	1,520	1,442	1,473	15,084	2,643	1,507	1,606	1,704	1,804	1,881
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(761)	(993)	(1,295)	(20,000)	-	-	(1,000)	-	-	(1,000)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(761)	(993)	(1,295)	(20,000)	-	-	(1,000)	-	-	(1,000)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	-	5,000	-	-	-	-	-	-	-
Payments - Principal Repayments	(98)	(104)	(170)	(853)	(899)	(946)	(924)	(899)	(864)	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(98)	(104)	4,830	(853)	(899)	(946)	(924)	(899)	(864)	-
Net Increase/(Decrease) in Cash Assets Held	661	345	5,007	(5,769)	1,744	560	(318)	805	940	881

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	5,747	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723
Cash and Cash Equivalents at End of Reporting Period	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604

› Base case including Airport



Over the past six months Council has undertaken significant consultation with our community as part of developing the suite of Integrated Planning and Reporting documents. Through this consultation several issues and opportunities were identified. These are presented in the Community Strategic Plan.

One of the key economic development opportunities is the Deniliquin Airport Expansion. A business case has been developed for this project that demonstrates it would result in increased local and regional jobs and the expansion of regional agricultural to provide high quality, fresh produce into new markets in Australia, China, Southeast Asia and the Middle East.

The model presented in this LTFP assumes a total cost of \$15m for this project, fully funded by government grants. The year of construction is assumed to be 2021-22. At this early stage, Council recognises that the cost may be as high as \$20m to allow for sufficient support infrastructure. The LTFP is a modelling tool which allows for changes to the assumptions to produce a range of outcomes depending on the inputs used. When Council is successful in advocating for the funding needed for this project, the LTFP will be remodelled. The remodelling can consider cost projections, the funding mix (eg more/less funding, contributions, council funding) and commencement date.

Whole of Council Statement of Comprehensive Income Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	12,521	12,817	13,120	13,431	13,748	14,073	14,406	14,747	15,096	15,453
User Charges and Fees	3,289	3,371	3,456	3,542	3,630	3,721	3,814	3,910	4,007	4,108
Interest & Investment Revenue	804	820	836	853	870	888	905	924	942	961
Other Revenues	720	734	749	764	779	795	811	827	844	860
Grants & Contributions for Operating Purposes	8,600	8,773	8,949	9,129	9,313	9,501	9,692	9,887	10,086	10,290
Grants & Contributions for Capital Purposes - Cash	-	2,200	700	34,729	700	700	700	700	700	700
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,934	28,715	27,810	62,448	29,041	29,678	30,329	30,994	31,675	32,371
Expenses from Continuing Operations										
Employee Costs	8,685	8,902	9,125	9,353	9,587	9,826	10,072	10,324	10,582	10,846
Borrowing Costs	147	147	380	778	631	476	316	170	48	0
Materials and Contracts	6,495	6,625	6,757	6,893	7,030	7,171	7,314	7,461	7,610	7,762
Depreciation	8,610	8,720	8,895	9,072	9,254	9,438	9,627	9,819	10,015	10,216
Other Expenses	3,185	1,878	1,938	1,930	2,297	2,402	2,422	2,430	2,510	2,528
Total Expenses from Continuing Operations	27,122	26,273	27,095	28,026	28,799	29,314	29,751	30,204	30,764	31,352
Operating Result from Continuing Operations Surplus/(Deficit)	(1,188)	2,443	716	34,422	243	363	577	791	911	1,019
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(1,188)	243	16	(307)	(457)	(337)	(123)	91	211	319

Whole of Council Statement of Financial Position Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	31,762	35,739	46,286	35,598	37,941	37,616	35,429	36,252	38,504	40,977
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	2,064	2,285	2,216	5,061	2,313	2,359	2,417	2,470	2,525	2,573
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	550	550	550	550	550	550	550	550	550	550
Total Current Assets	34,376	38,574	49,052	41,210	40,803	40,524	38,396	39,273	41,579	44,100
Non-Current Assets										
Cash & Cash Equivalents	-	-	586	467	347	227	108	(12)	(122)	(127)
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	251	253	254	255	257	258	260	261	263	264
Infrastructure, Property, Plant & Equipment	397,152	411,904	411,390	463,449	461,428	473,063	473,004	484,516	481,458	494,525
Other	179	169	160	150	141	132	122	113	103	94
Total Non-Current Assets	397,581	412,326	412,390	464,321	462,172	473,680	473,494	484,878	481,702	494,757
Total Assets	431,958	450,900	461,442	505,530	502,976	514,204	511,890	524,150	523,281	538,857
Current Liabilities										
Payables	1,511	1,434	1,471	1,503	1,561	1,591	1,630	1,666	1,702	1,734
Borrowings	348	1,106	2,780	2,927	3,082	3,005	2,833	1,894	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	3,162	3,225	3,290	3,356	3,423	3,491	3,561	3,632	3,705	3,779
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,021	5,766	7,540	7,786	8,066	8,087	8,024	7,192	5,407	5,513
Non Current Liabilities										
Payables	152	155	158	161	165	168	171	175	178	182
Borrowings	1,859	5,694	13,741	10,814	7,732	4,727	1,894	-	-	-
Provisions	77	78	80	81	83	84	86	88	90	91
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	2,088	5,927	13,979	11,056	7,979	4,979	2,151	263	268	273
Total Liabilities	7,109	11,693	21,519	18,842	16,045	13,066	10,175	7,454	5,674	5,786
Net Assets	424,849	439,208	439,923	486,688	486,930	501,138	501,715	516,696	517,607	533,071
Equity										
Retained Earnings	104,486	108,959	110,159	148,953	149,196	149,559	150,136	150,927	151,838	152,857
Revaluation Reserves	293,355	305,271	305,270	317,613	317,612	331,457	331,456	345,647	345,647	360,092
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	27,009	24,978	24,494	20,122	20,122	20,122	20,122	20,122	20,122	20,122
Total Equity	424,850	439,208	439,923	486,688	486,930	501,138	501,714	516,696	517,607	533,071

Whole of Council Statement of Cash Flows Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	26,520	28,496	27,882	59,604	31,791	29,634	30,272	30,943	31,623	32,325
Payments - Operating Activities	(18,618)	(17,726)	(18,237)	(19,036)	(19,570)	(19,858)	(20,112)	(20,400)	(20,717)	(21,124)
Net Cash Provided by (or used in) Operating Activities	7,902	10,771	9,645	40,568	12,221	9,776	10,161	10,543	10,906	11,201
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	321	646	555	730	611	325	391	496	315	382
Purchases - Infrastructure, Property, Plant & Equipment	(15,745)	(12,033)	(8,788)	(49,326)	(7,682)	(7,464)	(9,853)	(7,502)	(7,185)	(9,115)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(15,424)	(11,387)	(8,233)	(48,596)	(7,071)	(7,139)	(9,462)	(7,006)	(6,870)	(8,733)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	5,000	10,958	-	-	-	-	-	-	-
Payments - Principal Repayments	(327)	(407)	(1,237)	(2,780)	(2,927)	(3,082)	(3,005)	(2,833)	(1,894)	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(327)	4,593	9,721	(2,780)	(2,927)	(3,082)	(3,005)	(2,833)	(1,894)	-
Net Increase/(Decrease) in Cash Assets Held	(7,849)	3,977	11,133	(10,808)	2,223	(445)	(2,306)	704	2,142	2,468

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	39,611	31,762	35,739	46,872	36,065	38,287	37,843	35,537	36,240	38,382
Cash and Cash Equivalents at End of Reporting Period	31,762	35,739	46,872	36,065	38,287	37,843	35,537	36,240	38,382	40,850
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	31,762	35,739	46,872	36,065	38,287	37,843	35,537	36,240	38,382	40,850

General Fund Statement of Comprehensive Income Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	8,457	8,652	8,850	9,054	9,262	9,475	9,693	9,916	10,144	10,378
User Charges and Fees	1,521	1,559	1,598	1,638	1,679	1,721	1,764	1,808	1,853	1,900
Interest & Investment Revenue	555	566	577	589	601	613	625	638	650	663
Other Revenues	720	734	749	764	779	795	811	827	844	860
Grants & Contributions for Operating Purposes	8,510	8,680	8,854	9,031	9,211	9,396	9,584	9,775	9,971	10,170
Grants & Contributions for Capital Purposes - Cash	-	2,200	700	19,729	700	700	700	700	700	700
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,763	22,391	21,329	40,805	22,233	22,700	23,177	23,664	24,162	24,671
Expenses from Continuing Operations										
Employee Costs	7,982	8,182	8,386	8,596	8,811	9,031	9,257	9,488	9,725	9,968
Borrowing Costs	103	110	303	249	192	132	71	22	0	0
Materials and Contracts	5,529	5,640	5,752	5,867	5,985	6,104	6,227	6,351	6,478	6,608
Depreciation	7,171	7,315	7,461	7,610	7,762	7,917	8,075	8,236	8,401	8,569
Other Expenses	892	(491)	(480)	(537)	(220)	(164)	(195)	(239)	(211)	(247)
Total Expenses from Continuing Operations	21,678	20,754	21,423	21,786	22,529	23,021	23,434	23,859	24,393	24,898
Operating Result from Continuing Operations Surplus/(Deficit)	(1,915)	1,637	(94)	19,019	(297)	(321)	(258)	(195)	(231)	(227)

Projections

Proposed Budget \$000s

Year Ending

2019

2020

2021

2022

2023

2024

2025

2026

2027

2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

(1,915)

(563)

(794)

(710)

(997)

(1,021)

(958)

(895)

(931)

(927)

General Fund Statement of Financial Position Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	19,794	24,688	24,644	20,983	21,811	21,125	21,175	21,329	22,659	24,283
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	1,578	1,788	1,705	3,305	1,776	1,810	1,853	1,892	1,932	1,967
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	530	530	530	530	530	530	530	530	530	530
Total Current Assets	21,902	27,006	26,879	24,818	24,117	23,465	23,558	23,751	25,120	26,780
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	198	198	198	198	198	198	198	198	198	198
Infrastructure, Property, Plant & Equipment	313,003	323,611	322,752	352,568	351,994	361,821	360,520	370,194	368,706	377,992
Other	179	169	160	150	141	132	122	113	103	94
Total Non-Current Assets	313,379	323,978	323,110	352,916	352,333	362,151	360,841	370,505	369,008	378,284
Total Assets	335,281	350,984	349,989	377,734	376,450	385,616	384,398	394,256	394,128	405,063
Current Liabilities										
Payables	1,185	1,100	1,129	1,154	1,205	1,228	1,259	1,286	1,315	1,340
Borrowings	244	995	1,049	1,107	1,167	1,062	864	-	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	3,162	3,225	3,290	3,356	3,423	3,491	3,561	3,632	3,705	3,779
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,591	5,321	5,467	5,617	5,794	5,781	5,684	4,919	5,019	5,119
Non Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	1,304	5,249	4,199	3,093	1,926	864	-	-	-	-
Provisions	77	78	80	81	83	84	86	88	90	91
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	1,380	5,327	4,279	3,174	2,009	948	86	88	90	91
Total Liabilities	5,971	10,647	9,746	8,790	7,803	6,730	5,770	5,006	5,109	5,210
Net Assets	329,309	340,337	340,243	368,943	368,647	378,886	378,628	389,249	389,019	399,853
Equity										
Retained Earnings	92,611	94,249	94,154	113,173	112,877	112,556	112,298	112,103	111,873	111,646
Revaluation Reserves	218,518	227,908	227,908	237,591	237,591	248,150	248,150	258,966	258,966	270,027
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180
Total Equity	329,309	340,337	340,242	368,944	368,647	378,886	378,628	389,249	389,019	399,853

General Fund Statement of Cash Flows Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	19,859	22,180	21,411	39,204	23,759	22,666	23,133	23,624	24,121	24,635
Payments - Operating Activities	(14,837)	(13,620)	(14,006)	(14,265)	(14,799)	(15,091)	(15,354)	(15,645)	(15,967)	(16,323)
Net Cash Provided by (or used in) Operating Activities	5,022	8,560	7,406	24,939	8,960	7,575	7,779	7,979	8,154	8,312
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	321	646	555	730	611	325	391	496	315	382
Purchases - Infrastructure, Property, Plant & Equipment	(13,657)	(9,009)	(7,009)	(28,281)	(7,637)	(7,419)	(7,058)	(7,457)	(7,140)	(7,070)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(13,336)	(8,363)	(6,454)	(27,551)	(7,026)	(7,094)	(6,667)	(6,961)	(6,825)	(6,688)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	5,000	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(229)	(304)	(995)	(1,049)	(1,107)	(1,167)	(1,062)	(864)	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(229)	4,696	(995)	(1,049)	(1,107)	(1,167)	(1,062)	(864)	-	-
Net Increase/(Decrease) in Cash Assets Held	(8,543)	4,894	(44)	(3,661)	828	(686)	50	154	1,329	1,624

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	28,337	19,794	24,688	24,644	20,983	21,811	21,125	21,175	21,329	22,659
Cash and Cash Equivalents at End of Reporting Period	19,794	24,688	24,644	20,983	21,811	21,125	21,175	21,329	22,659	24,283
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	19,794	24,688	24,644	20,983	21,811	21,125	21,175	21,329	22,659	24,283

Water Fund Statement of Comprehensive Income Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	1,261	1,293	1,325	1,358	1,392	1,427	1,462	1,499	1,536	1,575
User Charges and Fees	1,509	1,547	1,585	1,625	1,666	1,707	1,750	1,794	1,839	1,885
Interest & Investment Revenue	151	154	157	160	163	167	170	173	177	180
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	48	49	50	51	52	53	54	55	56	57
Grants & Contributions for Capital Purposes - Cash	-	-	-	-	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,969	3,042	3,117	3,194	3,273	3,354	3,436	3,521	3,608	3,697
Expenses from Continuing Operations										
Employee Costs	487	499	512	524	538	551	565	579	593	608
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	505	515	525	536	547	558	569	580	592	604
Depreciation	744	759	774	790	805	821	838	855	872	889
Other Expenses	1,206	1,262	1,287	1,314	1,341	1,367	1,394	1,421	1,448	1,477
Total Expenses from Continuing Operations	2,942	3,035	3,099	3,164	3,230	3,297	3,365	3,434	3,505	3,578
Operating Result from Continuing Operations Surplus/(Deficit)	27	8	19	30	43	57	72	87	103	120

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

27 8 19 30 43 57 72 87 103 120

Water Fund Statement of Financial Position Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	231	237	243	249	255	261	268	275	282	288
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	10	10	10	10	10	10	10	10	10	10
Total Current Assets	5,802	4,544	4,859	4,684	5,537	6,420	5,585	6,533	7,513	7,527
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	31	31	32	32	33	34	34	35	36	37
Infrastructure, Property, Plant & Equipment	42,333	44,875	44,585	46,133	45,328	45,866	46,778	47,327	46,455	47,960
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	42,364	44,906	44,617	46,166	45,361	45,900	46,813	47,362	46,491	47,996
Total Assets	48,165	49,450	49,475	50,849	50,898	52,320	52,398	53,895	54,004	55,523
Current Liabilities										
Payables	181	187	191	195	199	203	208	212	216	220
Borrowings	-	-	-	-	-	-	-	-	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	181	187	191	195	199	203	208	212	216	220
Non Current Liabilities										
Payables	86	88	89	91	93	95	97	99	101	103
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	86	88	89	91	93	95	97	99	101	103
Total Liabilities	267	274	280	286	292	298	304	311	317	323
Net Assets	47,899	49,176	49,195	50,563	50,606	52,022	52,094	53,584	53,687	55,200
Equity										
Retained Earnings	4,513	6,551	7,054	8,084	8,127	8,184	8,255	8,342	8,445	8,565
Revaluation Reserves	37,929	39,199	39,199	40,537	40,537	41,896	41,896	43,300	43,300	44,693
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	5,457	3,426	2,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942
Total Equity	47,899	49,176	49,195	50,563	50,606	52,022	52,094	53,584	53,687	55,200

Water Fund Statement of Cash Flows Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	3,428	3,039	3,112	3,190	3,268	3,350	3,431	3,516	3,603	3,693
Payments - Operating Activities	(2,068)	(2,270)	(2,320)	(2,371)	(2,421)	(2,472)	(2,523)	(2,576)	(2,630)	(2,685)
Net Cash Provided by (or used in) Operating Activities	1,360	768	792	819	847	877	908	940	974	1,008
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(1,327)	(2,031)	(484)	(1,000)	-	-	(1,750)	-	-	(1,000)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(1,327)	(2,031)	(484)	(1,000)	-	-	(1,750)	-	-	(1,000)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	33	(1,263)	308	(181)	847	877	(842)	940	974	8

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	5,527	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221
Cash and Cash Equivalents at End of Reporting Period	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229

Sewer Fund Statement of Comprehensive Income Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	2,803	2,873	2,945	3,019	3,094	3,171	3,251	3,332	3,415	3,501
User Charges and Fees	259	265	272	279	286	293	300	308	316	323
Interest & Investment Revenue	98	100	102	104	106	108	110	113	115	117
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	42	43	45	47	50	52	54	57	59	62
Grants & Contributions for Capital Purposes - Cash	-	-	-	15,000	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,202	3,282	3,364	18,449	3,536	3,624	3,716	3,809	3,905	4,003
Expenses from Continuing Operations										
Employee Costs	216	221	227	233	238	244	250	257	263	270
Borrowing Costs	44	38	52	254	209	162	113	68	22	0
Materials and Contracts	461	470	480	489	499	509	519	530	540	551
Depreciation	695	647	660	673	686	700	714	728	743	758
Other Expenses	1,086	1,108	1,130	1,153	1,176	1,199	1,223	1,248	1,273	1,298
Total Expenses from Continuing Operations	2,502	2,484	2,548	2,802	2,809	2,814	2,820	2,830	2,840	2,876
Operating Result from Continuing Operations Surplus/(Deficit)	699	798	816	15,647	726	810	896	979	1,064	1,127

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	699	798	816	647	726	810	896	979	1,064	1,127

Sewer Fund Statement of Financial Position Base Case Including Airport

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	255	261	268	1,508	281	288	296	304	311	318
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	10	10	10	10	10	10	10	10	10	10
Total Current Assets	6,673	7,024	12,039	7,509	8,027	8,594	8,284	9,097	10,044	10,933
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	23	23	24	25	26	26	27	28	29	30
Infrastructure, Property, Plant & Equipment	41,816	43,418	44,053	64,703	64,016	65,238	65,523	66,762	66,018	68,242
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	41,839	43,441	44,077	64,728	64,041	65,264	65,550	66,790	66,047	68,272
Total Assets	48,512	50,466	56,116	72,237	72,068	73,858	73,834	75,887	76,091	79,205
Current Liabilities										
Payables	145	147	151	154	157	160	164	167	171	174
Borrowings	104	110	853	899	946	924	899	864	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	249	257	1,004	1,053	1,103	1,084	1,063	1,031	171	174
Non Current Liabilities										
Payables	66	68	69	70	72	73	75	76	78	79
Borrowings	555	445	4,532	3,633	2,687	1,763	864	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	622	512	4,601	3,703	2,759	1,836	939	76	78	79
Total Liabilities	871	770	5,605	4,756	3,862	2,920	2,001	1,107	248	253
Net Assets	47,641	49,696	50,511	67,480	68,206	70,938	71,833	74,780	75,843	78,952
Equity										
Retained Earnings	7,361	8,159	8,976	27,995	28,721	29,531	30,427	31,406	32,471	33,597
Revaluation Reserves	36,908	38,164	38,163	39,486	39,485	41,407	41,406	43,373	43,373	45,355
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	3,372	3,372	3,372	-	-	-	-	-	-	-
Total Equity	47,641	49,695	50,511	67,481	68,206	70,938	71,833	74,780	75,843	78,952

Sewer Fund Statement of Cash Flows Base Case Including Airport

Projections										
	Proposed Budget \$000s									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	3,233	3,277	3,358	17,210	4,763	3,619	3,709	3,803	3,899	3,997
Payments - Operating Activities	(1,713)	(1,835)	(1,886)	(2,126)	(2,120)	(2,112)	(2,102)	(2,099)	(2,095)	(2,116)
Net Cash Provided by (or used in) Operating Activities	1,520	1,442	1,473	15,084	2,643	1,507	1,606	1,704	1,804	1,881
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(761)	(993)	(1,295)	(20,000)	-	-	(1,000)	-	-	(1,000)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(761)	(993)	(1,295)	(20,000)	-	-	(1,000)	-	-	(1,000)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	-	5,000	-	-	-	-	-	-	-
Payments - Principal Repayments	(98)	(104)	(170)	(853)	(899)	(946)	(924)	(899)	(864)	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(98)	(104)	4,830	(853)	(899)	(946)	(924)	(899)	(864)	-
Net Increase/(Decrease) in Cash Assets Held	661	345	5,007	(5,769)	1,744	560	(318)	805	940	881

Projections

Proposed Budget \$000s

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	5,747	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723
Cash and Cash Equivalents at End of Reporting Period	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604

› Base case including Airport and Civic Centre



This scenario models both the airport development and developing a new civic service centre.

A new civic service centre provides an opportunity to bring together multiple service providers, including Council, into one convenient, accessible location. A purpose-built centre would enable the latest technology, collaborative workspace and design to achieve synergies, efficiencies and enhance customer experience. The centre could provide much needed community meeting space. The project would require significant consultation early in the project to develop a business case and design options.

This scenario assumes a cost of \$5m comprised of 50% grants and 50% contribution. Contributions are modelled on half from borrowings and half from cash. Surplus assets can be released and generate additional income towards the project. The model assumes a completion date in 2024/25. Sale of surplus assets is not included in this modelling. Following a satisfactory business case, further detailed modelling would be required.

Whole of Council Statement of Comprehensive Income Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	12,521	12,817	13,120	13,431	13,748	14,073	14,406	14,747	15,096	15,453
User Charges and Fees	3,289	3,371	3,456	3,542	3,630	3,721	3,814	3,910	4,007	4,108
Interest & Investment Revenue	804	820	836	853	870	888	905	924	942	961
Other Revenues	720	734	749	764	779	795	811	827	844	860
Grants & Contributions for Operating Purposes	8,600	8,773	8,949	9,129	9,313	9,501	9,692	9,887	10,086	10,290
Grants & Contributions for Capital Purposes - Cash	-	2,200	700	34,729	700	700	3,200	700	700	700
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,934	28,715	27,810	62,448	29,041	29,678	32,829	30,994	31,675	32,371
Expenses from Continuing Operations										
Employee Costs	8,685	8,902	9,125	9,353	9,587	9,826	10,072	10,324	10,582	10,846
Borrowing Costs	147	147	380	778	631	476	316	170	48	0
Materials and Contracts	6,495	6,625	6,757	6,893	7,030	7,171	7,314	7,461	7,610	7,762
Depreciation	8,610	8,720	8,895	9,072	9,254	9,438	9,627	9,819	10,015	10,216
Other Expenses	3,185	1,878	1,938	1,930	2,297	2,402	2,422	2,555	2,635	2,653
Total Expenses from Continuing Operations	27,122	26,273	27,095	28,026	28,799	29,314	29,751	30,329	30,889	31,477
Operating Result from Continuing Operations Surplus/(Deficit)	(1,188)	2,443	716	34,422	243	363	3,077	666	786	894
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(1,188)	243	16	(307)	(457)	(337)	(123)	(34)	86	194

Whole of Council Statement of Financial Position Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	31,762	35,739	46,286	35,598	37,941	37,616	32,723	33,638	35,764	38,112
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	2,064	2,285	2,216	5,061	2,313	2,359	2,623	2,470	2,525	2,573
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	550	550	550	550	550	550	550	550	550	550
Total Current Assets	34,376	38,574	49,052	41,210	40,803	40,524	35,896	36,658	38,839	41,235
Non-Current Assets										
Cash & Cash Equivalents	-	-	586	467	347	227	108	(12)	(122)	(127)
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	251	253	254	255	257	258	260	261	263	264
Infrastructure, Property, Plant & Equipment	397,152	411,904	411,390	463,449	461,428	473,063	478,004	489,666	486,608	499,830
Other	179	169	160	150	141	132	122	113	103	94
Total Non-Current Assets	397,581	412,326	412,390	464,321	462,172	473,680	478,494	490,028	486,852	500,061
Total Assets	431,958	450,900	461,442	505,530	502,976	514,204	514,390	526,686	525,691	541,297
Current Liabilities										
Payables	1,511	1,434	1,471	1,503	1,561	1,591	1,630	1,676	1,712	1,744
Borrowings	348	1,106	2,780	2,927	3,082	3,005	2,833	1,894	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	3,162	3,225	3,290	3,356	3,423	3,491	3,561	3,632	3,705	3,779
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,021	5,766	7,540	7,786	8,066	8,087	8,024	7,202	5,417	5,523
Non Current Liabilities										
Payables	152	155	158	161	165	168	171	175	178	182
Borrowings	1,859	5,694	13,741	10,814	7,732	4,727	1,894	-	-	-
Provisions	77	78	80	81	83	84	86	88	90	91
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	2,088	5,927	13,979	11,056	7,979	4,979	2,151	263	268	273
Total Liabilities	7,109	11,693	21,519	18,842	16,045	13,066	10,175	7,465	5,685	5,796
Net Assets	424,849	439,208	439,923	486,688	486,930	501,138	504,215	519,221	520,006	535,500
Equity										
Retained Earnings	104,486	108,959	110,159	148,953	149,196	149,559	152,636	153,302	154,088	154,982
Revaluation Reserves	293,355	305,271	305,270	317,613	317,612	331,457	331,456	345,797	345,797	360,396
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	27,009	24,978	24,494	20,122	20,122	20,122	20,122	20,122	20,122	20,122
Total Equity	424,850	439,208	439,923	486,688	486,930	501,138	504,214	519,221	520,006	535,500

Whole of Council Statement of Cash Flows Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	26,520	28,496	27,882	59,604	31,791	29,634	32,567	31,149	31,623	32,325
Payments - Operating Activities	(18,618)	(17,726)	(18,237)	(19,036)	(19,570)	(19,858)	(20,112)	(20,515)	(20,842)	(21,249)
Net Cash Provided by (or used in) Operating Activities	7,902	10,771	9,645	40,568	12,221	9,776	12,455	10,634	10,780	11,076
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	321	646	555	730	611	325	391	496	315	382
Purchases - Infrastructure, Property, Plant & Equipment	(15,745)	(12,033)	(8,788)	(49,326)	(7,682)	(7,464)	(14,853)	(7,502)	(7,185)	(9,115)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(15,424)	(11,387)	(8,233)	(48,596)	(7,071)	(7,139)	(14,462)	(7,006)	(6,870)	(8,733)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	5,000	10,958	-	-	-	-	-	-	-
Payments - Principal Repayments	(327)	(407)	(1,237)	(2,780)	(2,927)	(3,082)	(3,005)	(2,833)	(1,894)	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(327)	4,593	9,721	(2,780)	(2,927)	(3,082)	(3,005)	(2,833)	(1,894)	-
Net Increase/(Decrease) in Cash Assets Held	(7,849)	3,977	11,133	(10,808)	2,223	(445)	(5,012)	794	2,017	2,343

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	39,611	31,762	35,739	46,872	36,065	38,287	37,843	32,831	33,626	35,642
Cash and Cash Equivalents at End of Reporting Period	31,762	35,739	46,872	36,065	38,287	37,843	32,831	33,626	35,642	37,985
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	31,762	35,739	46,872	36,065	38,287	37,843	32,831	33,626	35,642	37,985

General Fund Statement of Comprehensive Income Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	8,457	8,652	8,850	9,054	9,262	9,475	9,693	9,916	10,144	10,378
User Charges and Fees	1,521	1,559	1,598	1,638	1,679	1,721	1,764	1,808	1,853	1,900
Interest & Investment Revenue	555	566	577	589	601	613	625	638	650	663
Other Revenues	720	734	749	764	779	795	811	827	844	860
Grants & Contributions for Operating Purposes	8,510	8,680	8,854	9,031	9,211	9,396	9,584	9,775	9,971	10,170
Grants & Contributions for Capital Purposes - Cash	-	2,200	700	19,729	700	700	3,200	700	700	700
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,763	22,391	21,329	40,805	22,233	22,700	25,677	23,664	24,162	24,671
Expenses from Continuing Operations										
Employee Costs	7,982	8,182	8,386	8,596	8,811	9,031	9,257	9,488	9,725	9,968
Borrowing Costs	103	110	303	249	192	132	71	22	0	0
Materials and Contracts	5,529	5,640	5,752	5,867	5,985	6,104	6,227	6,351	6,478	6,608
Depreciation	7,171	7,315	7,461	7,610	7,762	7,917	8,075	8,236	8,401	8,569
Other Expenses	892	(491)	(480)	(537)	(220)	(164)	(195)	(113)	(86)	(122)
Total Expenses from Continuing Operations	21,678	20,754	21,423	21,786	22,529	23,021	23,434	23,984	24,518	25,023
Operating Result from Continuing Operations Surplus/(Deficit)	(1,915)	1,637	(94)	19,019	(297)	(321)	2,242	(320)	(356)	(352)

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

(1,915) (563) (794) (710) (997) (1,021) (958) (1,020) (1,056) (1,052)

General Fund Statement of Financial Position Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	19,794	24,688	24,644	20,983	21,811	21,125	18,469	18,715	19,919	21,418
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	1,578	1,788	1,705	3,305	1,776	1,810	2,058	1,892	1,932	1,967
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	530	530	530	530	530	530	530	530	530	530
Total Current Assets	21,902	27,006	26,879	24,818	24,117	23,465	21,058	21,136	22,380	23,915
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	198	198	198	198	198	198	198	198	198	198
Infrastructure, Property, Plant & Equipment	313,003	323,611	322,752	352,568	351,994	361,821	365,520	375,344	373,856	383,296
Other	179	169	160	150	141	132	122	113	103	94
Total Non-Current Assets	313,379	323,978	323,110	352,916	352,333	362,151	365,841	375,655	374,158	383,588
Total Assets	335,281	350,984	349,989	377,734	376,450	385,616	386,898	396,791	396,538	407,503
Current Liabilities										
Payables	1,185	1,100	1,129	1,154	1,205	1,228	1,259	1,297	1,325	1,350
Borrowings	244	995	1,049	1,107	1,167	1,062	864	-	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	3,162	3,225	3,290	3,356	3,423	3,491	3,561	3,632	3,705	3,779
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,591	5,321	5,467	5,617	5,794	5,781	5,684	4,929	5,030	5,129
Non Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	1,304	5,249	4,199	3,093	1,926	864	-	-	-	-
Provisions	77	78	80	81	83	84	86	88	90	91
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	1,380	5,327	4,279	3,174	2,009	948	86	88	90	91
Total Liabilities	5,971	10,647	9,746	8,790	7,803	6,730	5,770	5,017	5,119	5,221
Net Assets	329,309	340,337	340,243	368,943	368,647	378,886	381,128	391,774	391,419	402,282
Equity										
Retained Earnings	92,611	94,249	94,154	113,173	112,877	112,556	114,798	114,478	114,122	113,771
Revaluation Reserves	218,518	227,908	227,908	237,591	237,591	248,150	248,150	259,116	259,116	270,332
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180	18,180
Total Equity	329,309	340,337	340,242	368,944	368,647	378,886	381,128	391,774	391,419	402,282

General Fund Statement of Cash Flows Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	19,859	22,180	21,411	39,204	23,759	22,666	25,427	23,830	24,121	24,635
Payments - Operating Activities	(14,837)	(13,620)	(14,006)	(14,265)	(14,799)	(15,091)	(15,354)	(15,759)	(16,092)	(16,448)
Net Cash Provided by (or used in) Operating Activities	5,022	8,560	7,406	24,939	8,960	7,575	10,073	8,070	8,029	8,187
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	321	646	555	730	611	325	391	496	315	382
Purchases - Infrastructure, Property, Plant & Equipment	(13,657)	(9,009)	(7,009)	(28,281)	(7,637)	(7,419)	(12,058)	(7,457)	(7,140)	(7,070)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(13,336)	(8,363)	(6,454)	(27,551)	(7,026)	(7,094)	(11,667)	(6,961)	(6,825)	(6,688)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	5,000	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(229)	(304)	(995)	(1,049)	(1,107)	(1,167)	(1,062)	(864)	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(229)	4,696	(995)	(1,049)	(1,107)	(1,167)	(1,062)	(864)	-	-
Net Increase/(Decrease) in Cash Assets Held	(8,543)	4,894	(44)	(3,661)	828	(686)	(2,656)	245	1,204	1,499

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	28,337	19,794	24,688	24,644	20,983	21,811	21,125	18,469	18,715	19,919
Cash and Cash Equivalents at End of Reporting Period	19,794	24,688	24,644	20,983	21,811	21,125	18,469	18,715	19,919	21,418
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	19,794	24,688	24,644	20,983	21,811	21,125	18,469	18,715	19,919	21,418

Water Fund Statement of Comprehensive Income Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	1,261	1,293	1,325	1,358	1,392	1,427	1,462	1,499	1,536	1,575
User Charges and Fees	1,509	1,547	1,585	1,625	1,666	1,707	1,750	1,794	1,839	1,885
Interest & Investment Revenue	151	154	157	160	163	167	170	173	177	180
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	48	49	50	51	52	53	54	55	56	57
Grants & Contributions for Capital Purposes - Cash	-	-	-	-	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,969	3,042	3,117	3,194	3,273	3,354	3,436	3,521	3,608	3,697
Expenses from Continuing Operations										
Employee Costs	487	499	512	524	538	551	565	579	593	608
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials and Contracts	505	515	525	536	547	558	569	580	592	604
Depreciation	744	759	774	790	805	821	838	855	872	889
Other Expenses	1,206	1,262	1,287	1,314	1,341	1,367	1,394	1,421	1,448	1,477
Total Expenses from Continuing Operations	2,942	3,035	3,099	3,164	3,230	3,297	3,365	3,434	3,505	3,578
Operating Result from Continuing Operations Surplus/(Deficit)	27	8	19	30	43	57	72	87	103	120

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

27 8 19 30 43 57 72 87 103 120

Water Fund Statement of Financial Position Base Case Including Airport and Civic Centre

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	231	237	243	249	255	261	268	275	282	288
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	10	10	10	10	10	10	10	10	10	10
Total Current Assets	5,802	4,544	4,859	4,684	5,537	6,420	5,585	6,533	7,513	7,527
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	31	31	32	32	33	34	34	35	36	37
Infrastructure, Property, Plant & Equipment	42,333	44,875	44,585	46,133	45,328	45,866	46,778	47,327	46,455	47,960
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	42,364	44,906	44,617	46,166	45,361	45,900	46,813	47,362	46,491	47,996
Total Assets	48,165	49,450	49,475	50,849	50,898	52,320	52,398	53,895	54,004	55,523
Current Liabilities										
Payables	181	187	191	195	199	203	208	212	216	220
Borrowings	-	-	-	-	-	-	-	-	-	-

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	181	187	191	195	199	203	208	212	216	220
Non Current Liabilities										
Payables	86	88	89	91	93	95	97	99	101	103
Borrowings	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	86	88	89	91	93	95	97	99	101	103
Total Liabilities	267	274	280	286	292	298	304	311	317	323
Net Assets	47,899	49,176	49,195	50,563	50,606	52,022	52,094	53,584	53,687	55,200
Equity										
Retained Earnings	4,513	6,551	7,054	8,084	8,127	8,184	8,255	8,342	8,445	8,565
Revaluation Reserves	37,929	39,199	39,199	40,537	40,537	41,896	41,896	43,300	43,300	44,693
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	5,457	3,426	2,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942
Total Equity	47,899	49,176	49,195	50,563	50,606	52,022	52,094	53,584	53,687	55,200

Water Fund Statement of Cash Flows Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	3,428	3,039	3,112	3,190	3,268	3,350	3,431	3,516	3,603	3,693
Payments - Operating Activities	(2,068)	(2,270)	(2,320)	(2,371)	(2,421)	(2,472)	(2,523)	(2,576)	(2,630)	(2,685)
Net Cash Provided by (or used in) Operating Activities	1,360	768	792	819	847	877	908	940	974	1,008
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(1,327)	(2,031)	(484)	(1,000)	-	-	(1,750)	-	-	(1,000)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(1,327)	(2,031)	(484)	(1,000)	-	-	(1,750)	-	-	(1,000)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	-	-	-	-	-	-	-	-	-	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	33	(1,263)	308	(181)	847	877	(842)	940	974	8

Projections

Proposed Budget \$000s

Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash and Cash Equivalents at Beginning of Reporting Period	5,527	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221
Cash and Cash Equivalents at End of Reporting Period	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,560	4,297	4,605	4,424	5,272	6,149	5,307	6,248	7,221	7,229

Sewer Fund Statement of Comprehensive Income Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income from Continuing Operations										
Rates and Annual Charges	2,803	2,873	2,945	3,019	3,094	3,171	3,251	3,332	3,415	3,501
User Charges and Fees	259	265	272	279	286	293	300	308	316	323
Interest & Investment Revenue	98	100	102	104	106	108	110	113	115	117
Other Revenues	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Operating Purposes	42	43	45	47	50	52	54	57	59	62
Grants & Contributions for Capital Purposes - Cash	-	-	-	15,000	-	-	-	-	-	-
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,202	3,282	3,364	18,449	3,536	3,624	3,716	3,809	3,905	4,003
Expenses from Continuing Operations										
Employee Costs	216	221	227	233	238	244	250	257	263	270
Borrowing Costs	44	38	52	254	209	162	113	68	22	0
Materials and Contracts	461	470	480	489	499	509	519	530	540	551
Depreciation	695	647	660	673	686	700	714	728	743	758
Other Expenses	1,086	1,108	1,130	1,153	1,176	1,199	1,223	1,248	1,273	1,298
Total Expenses from Continuing Operations	2,502	2,484	2,548	2,802	2,809	2,814	2,820	2,830	2,840	2,876
Operating Result from Continuing Operations Surplus/(Deficit)	699	798	816	15,647	726	810	896	979	1,064	1,127

Projections

Proposed Budget \$000s

Year Ending

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)

699 798 816 647 726 810 896 979 1,064 1,127

Sewer Fund Statement of Financial Position Base Case Including Airport and Civic Centre

Projections										
Proposed Budget \$000s										
Year Ending	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current Assets										
Cash & Cash Equivalents	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	255	261	268	1,508	281	288	296	304	311	318
Inventories	-	-	-	-	-	-	-	-	-	-
Other (Includes Assets Held for Sale)	10	10	10	10	10	10	10	10	10	10
Total Current Assets	6,673	7,024	12,039	7,509	8,027	8,594	8,284	9,097	10,044	10,933
Non-Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	23	23	24	25	26	26	27	28	29	30
Infrastructure, Property, Plant & Equipment	41,816	43,418	44,053	64,703	64,016	65,238	65,523	66,762	66,018	68,242
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	41,839	43,441	44,077	64,728	64,041	65,264	65,550	66,790	66,047	68,272
Total Assets	48,512	50,466	56,116	72,237	72,068	73,858	73,834	75,887	76,091	79,205
Current Liabilities										
Payables	145	147	151	154	157	160	164	167	171	174
Borrowings	104	110	853	899	946	924	899	864	-	-

Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	249	257	1,004	1,053	1,103	1,084	1,063	1,031	171	174
Non Current Liabilities										
Payables	66	68	69	70	72	73	75	76	78	79
Borrowings	555	445	4,532	3,633	2,687	1,763	864	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	622	512	4,601	3,703	2,759	1,836	939	76	78	79
Total Liabilities	871	770	5,605	4,756	3,862	2,920	2,001	1,107	248	253
Net Assets										
	47,641	49,696	50,511	67,480	68,206	70,938	71,833	74,780	75,843	78,952
Equity										
Retained Earnings	7,361	8,159	8,976	27,995	28,721	29,531	30,427	31,406	32,471	33,597
Revaluation Reserves	36,908	38,164	38,163	39,486	39,485	41,407	41,406	43,373	43,373	45,355
Council Equity Interest	-	-	-	-	-	-	-	-	-	-
Other Reserves	3,372	3,372	3,372	-	-	-	-	-	-	-
Total Equity	47,641	49,695	50,511	67,481	68,206	70,938	71,833	74,780	75,843	78,952

Sewer Fund Statement of Cash Flows Base Case Including Airport and Civic Centre

Projections										
	Proposed Budget \$000s									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Operating Activities										
Receipts - Operating Activities	3,233	3,277	3,358	17,210	4,763	3,619	3,709	3,803	3,899	3,997
Payments - Operating Activities	(1,713)	(1,835)	(1,886)	(2,126)	(2,120)	(2,112)	(2,102)	(2,099)	(2,095)	(2,116)
Net Cash Provided by (or used in) Operating Activities	1,520	1,442	1,473	15,084	2,643	1,507	1,606	1,704	1,804	1,881
Cash Flows from Investing Activities										
Receipts - Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(761)	(993)	(1,295)	(20,000)	-	-	(1,000)	-	-	(1,000)
Receipts/Purchases - Other Assets	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(761)	(993)	(1,295)	(20,000)	-	-	(1,000)	-	-	(1,000)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	-	-	5,000	-	-	-	-	-	-	-
Payments - Principal Repayments	(98)	(104)	(170)	(853)	(899)	(946)	(924)	(899)	(864)	-
Payments - Finance Costs	-	-	-	-	-	-	-	-	-	-
Receipts - Council Equity Injection	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(98)	(104)	4,830	(853)	(899)	(946)	(924)	(899)	(864)	-
Net Increase/(Decrease) in Cash Assets Held	661	345	5,007	(5,769)	1,744	560	(318)	805	940	881

Cash and Cash Equivalents at Beginning of Reporting Period	5,747	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723
Cash and Cash Equivalents at End of Reporting Period	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604
plus Investments on Hand - End of Reporting Period	-	-	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	6,408	6,753	11,761	5,991	7,736	8,296	7,978	8,783	9,723	10,604

Analysis

Under the Base Case sustainability model, Council's operating performance reaches the break-even point in 2024 and the LTFP predicts a modest trend of operating surplus through to 2028. The break-even point is delayed by 3 years in scenario 2 (Base Case including airport) to 2027, and for scenario 3 (Base Case including airport and civic centre) it is delayed until 2028. All three models are sensitive to changes to the assumptions and the LTFP will be reviewed annually to maintain its currency.

In considering major infrastructure projects including the airport and civic centre, it is clear that a significant proportion of the project costs will need to be funded through government grants. Council's contribution to these projects could be funded by borrowings in accordance with Council's borrowing policy. This funding strategy ensures the Council's costs for significant infrastructure capital investments are shared equitably across the rate payer base across multiple years.

The LTFP is also influenced by changes to priorities of the council of the day and the community throughout the review, evaluation and development processes of the key strategic plans of Council. Regular review and evaluation will ensure that future Councils make informed decisions about service delivery options, services levels and capital programs.

Risk assessment

The following risk factors have been considered in the development of this LTFP:

- Estimates to fund infrastructure renewal, replacement and significant ongoing asset maintenance being inaccurate;
- Rates increase being lower than anticipated;
- Construction costs being higher than anticipated;
- Utility expenses being higher than estimated;
- Significant fluctuations in the rate of return for investments;
- Workers Compensation insurance cost increases;
- Unexpected spikes in the payments required to the Defined Benefit Superannuation scheme;
- Award determined staff related expenses increasing more than anticipated.
- Further cost shifting from other levels of government;
- Freezes to the indexation of recurrent operating grants;
- Changes to the taxation regime;
- Changes to the Superannuation Guarantee legislation;
- Natural disasters

Performance monitoring

Council will review the LTFP each year as part of the development of the next annual Operating Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections compared with the actual results. The outcome will be used to improve the accuracy of the LTFP over the longer term.

The major indicators to be measured are:

Performance Monitoring			
Measure	What it Measures	Target	Calculation
Operating performance ratio	Council's achievement of containing operating expenditure within operating revenue	>0%	Operating revenue - Operating expense/Total operating revenue
Own source operating revenue	The degree of reliance on external funding sources such as operating grants and contributions	>60%	Total operating revenue excluding all grants and contributions/Total operating revenue
Debt service cover ratio	The availability of operating cash to service debt including interest and principal payments	>2.0x	Operating result less capital grants & contributions excluding interest and depreciation/Principal repayments and borrowing costs
Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can keep paying for its immediate expenses without additional cash flow	>3 months	Current years cash and term deposits/Payments from cash flow of operating and financing activities x 12
Rates, annual charges, interest and extra charges outstanding	The impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	<10%	Outstanding rates, annual and extra charges/Revenue from rates, annual and extra charges collectible

Reporting

Council reports to the community a minimum of twice annually on its progress in implementing the Delivery Plan.

Council prepares a Quarterly Budget Review Statement (QBRs). The QBRs presents a summary of Council's financial position at the end of each quarter. The report informs Councillors and the community about the Council's progress against the Operational Plan (original budget) and the last revised budget along with recommended changes and reasons for major variances. The QBRs complies with the minimum standards contained in the Code of Accounting Practice and Financial Reporting.

Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.



EDWARD RIVER COUNCIL

DRAFT LONG TERM FINANCIAL PLAN

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