

APPENDIX B

Gwydir Shire Council

Integrated Planning
and Reporting

**Long Term
Financial Plan
2019 - 2028**



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Some further cautionary comments regarding the limitations and use of the Long Term Financial Plan (LTFP) seem appropriate.

The LTFP is not designed to give accurate predictions out to ten years or more. There are many factors that influence how accurate the results turn out to be, including inflation forecasts, accuracy of cost estimates, local, state, federal and global economy performance, as well as unforeseen legislation and impacts of funding programs by other levels of government.

The LTFP is best used to provide an indication of trends and broad outcomes based upon a set of assumptions and the effects different choices can make on long term outcomes.

Most of the commentary provided in this document will be limited to General Fund performance, as each of the other funds has the freedom to set charges to provide appropriate outcomes and current projections are acceptable for those funds.

The other funds (Water, Sewer and Waste) hold some very expensive, but long lived assets and/or rehabilitation liabilities. The current ten year plans highlight neither the replacement nor maintenance of these long lived assets effectively, as some costs would occur less frequently than the 10 year period covered. These factors do however need to be born in mind in setting appropriate levels of revenue in the current planning period. This is one reason why in any ten year period revenues, operating results and cash reserves may seem unnecessarily high, while renewal ratios will be low in these funds.

The consolidated result is not simply a sum of all of the different funds – under accounting rules internal transactions, for example are excluded from consolidated results. Given the proportional size however of the General Fund component, the consolidated results tend to mimic General Fund results.

The General Fund has some unique challenges. The main thrust of recent Integrated Planning and Reporting legislation and supporting framework is to assist councils achieve long term financial sustainability. While the ‘other’ funds are free to determine pricing to reflect appropriate service levels, the General Fund has to contend with rate pegging, expenditure limitations in relation to Roads to Recovery own source funding requirements (requires ongoing commitment of minimum \$1.87m Financial Assistance Grants plus \$1.3m for the next 2 years ‘own source’ funding be committed to road works in addition to externally funded projects to meet Roads to Recovery program eligibility – regardless of other needs and/or sustainable road spending) and for Gwydir Council (similar to other rural councils), limitations on other revenue generation sources.

Gwydir Shire Council (GSC), like all NSW councils, exists solely at the discretion of the NSW State Government. The framework for Council operations currently exist in the form of The Local Government Act 1993 (the Act) and associated Local Government Regulations.

The Integrated Planning and Reporting guidelines (IP&R) have now been included within the Act. The key objective related to the Long Term Financial Plan (LTFP) and all related budgets is the requirement that councils work towards financial sustainability as noted in IPR Top Tips – the LTFP will “Show councilors and the community how the council will achieve financial sustainability over the long term”. This is supported by the NSW State Government’s initiative, Fit for the Future which is requiring councils to show how they are or can become sustainable.

From an LTFP perspective, this means that GSC needs to work towards maintaining a balanced budget. This is a significant challenge and involves many complex issues. Certainly funding shortfalls and associated service level shortfalls remain very important issues that need discussion and lobbying – it is just that these need to be removed from proposed budgets, which need to deal with the reality of current funding limitations.

Vertical fiscal imbalance is one such area – whereas local government has by far the highest level of assets, it has the lowest levels of taxation revenues. This inverse relationship applies to the other levels of government – the federal government has the highest level of taxation revenues, yet has relatively minor levels of assets.

Depending on how you classify them, GSC potentially has over 80 individual service units (let's call them business units). These business units cover an extraordinary range of services covering areas such as social services (preschools to aged care), environmental services (environmental protection, education and weed control), infrastructure services (buildings, roads etc.), regulatory services (building control, food shop inspections etc.), tourism and economic development as well as the services considered more traditional of local government including libraries, water, sewer and waste collection to name a few. Each business unit has its own peculiarities in terms of needs, services, budget requirements and often the legislated framework it operates in (on top of the local government framework).

General Revenues is one of the complex areas subject to much debate, not only by Council, but the broader community across the state. Unlike other funds (Water, Sewer etc.) General Fund has many restrictions placed upon it, for example Rate Pegging, which sets limits on the increase General Rates may be increased each year – this has been in place for many years and has often been set below the rate of cost increases. Any increase above the Rate Peg limit requires a time consuming and difficult application process that is costly – which may in the end not be approved by the State Government. The number of significant (double digit) SRV applications by many councils over the past few years indicates a failure of the rate pegging system.

Further, some other fees are regulated – Council may not charge in excess of the regulated fee, even if costs exceed the associated revenue.

Council is faced with many difficult decisions regarding ongoing viability and funding levels. Whilst the major thrust of the above discussion relates to financial sustainability, Council should take an arm's length view and consider all costs and benefits in relation to service level provision decisions. For example discussions on cost in addition to financial cost should also weigh the other important cost components of social, environmental and even opportunity cost. Opportunity cost relates to opportunities foregone i.e. if \$1,000 is not spent in area x then what could be achieved in area y, which may have even greater benefit.

One further issue that must be factored in and could potentially cloud any issue under discussion and must not be underestimated is the support that staff give to the various services they provide. Services are provided for a reason and the Council's staff are passionate and committed about the jobs they do, as you would expect from professionals. In some cases this commitment, although understandable, may be detrimental to undertaking an objective evaluation of the issue at hand.

The above commentary is not designed to push any particular agenda other than financial sustainability. Hopefully the above commentary highlights the difficult task Council faces in

trying to determine the best path to take in working towards financial sustainability and engenders open discussion regarding alternative courses of action.

This also does not mean that the Council and community should necessarily remain satisfied with below acceptable levels of service. While Council needs to head towards balanced short and long term budgets that need to reflect the harsh reality of what we can afford with the current revenues, there are many other avenues where the issues should be raised. The Community Strategic Plan, Asset Management Plans, community consultation and Council workshops to name a few where it is appropriate to raise discussions and develop action plans to raise below par service levels to a level that is deemed acceptable by the Council and community are appropriate places to raise these issues, which should be backed by hard evidence. It is likely that at least some grant funding will be tied to this approach.

There are 2 main options available to Council:

- 1) Increase revenues through increased rates (by special variation above the approved rate pegging limit) and charges and/or
- 2) Through reduced service levels. Reduced service levels in terms of assets (including our road network) may mean longer effective lives and lower average quality standards as a result of lower maintenance and renewal levels.

Although Gwydir Shire has a low population density (one of the main contributing factors to revenue problems), it covers a significant area and controls significant assets in terms of size and cost.

Depreciation is seen by many as a nonsense book entry amount that should be disregarded when looking at results, however this is one expenditure item (and associated assumption and related service levels) that significantly affects many sustainability ratios.

A simple explanation of depreciation is the spread of cost of an asset over time in relation to its use – each accounting period is meant to reflect the expired cost of the asset. That is, as an asset is used up (worn out if you like), then how much is used over that time period should be shown as the depreciation dollar value amount for that same period.

Depreciation is the best guide we currently have as to the amounts that should be set aside or used to maintain and renew assets at an acceptable or agreed level of serviceability.

Executive Overview

It is certainly not an option to continue to battle on as it has for the last few years – the current mix of revenues and service levels are certainly not sustainable – even for the short term, as evidenced by the General Fund cash flow issues and unsatisfactory General Fund cash holdings.

The issues related to the tight General Fund cash position are related to an inappropriate mix of revenue vs expenditure, compounded by Council's desire to remain in the Roads to Recovery program. The own source funding requirements of the Roads to Recovery program impose restrictions on how general revenues may be distributed and therefore how works may be funded and/or savings be achieved.

General Fund cash is on the way to recovering and over the next few years, suitable cash reserves will develop provided budgeted outcomes are achieved. With an injection of capital grant funding over the next financial year will significantly reduce the stress on the cash position with council able to undertake a large portion of work themselves.

It should also be noted that regardless of any other outcome, which because of the relatively low rate base compared to major urban centers and the inverse proportion of assets to ratepayers, Council will remain heavily reliant on grants as a significant source of funding for ongoing operations. This issue is explored more fully in the risk section.

One of the highest short term priorities will be achieving consistent General Fund operating surplus i.e. achieving balanced budgets, with some room to spare.

General comments

General fund cash has suffered resulting in less than satisfactory cash reserves. This was the result of competing demands, inadequate revenues vs expenditures and a deep desire by Council to remain in the Roads to Recovery grant program (which imposes significant restrictions regarding expenditure of general revenues – with a resultant loss of options to minimise expenditures).

The proposed budget provides a road to sustainability. The additional income provided by the recently approved Special Rate Variation, the one off capital funding council has received for specific projects, plus reductions in outstanding loans will mean increasing funds being available to fund an appropriate capital renewals program over the life of the financial plan.

Plant renewals have suffered in prior years due to shortfalls in general fund cash. The proposed plan provides scope to clear this back log and adequately fund a sustainable plant renewal program.

Sensitivity Analysis

Sensitivity analysis has not been performed at this time as Council has limited options. Should revenue sources change or drop, expenditures will need to be adjusted accordingly, as there are limited options in changing revenue levels. Performance is constantly being monitored and remedial action being undertaken as necessary.

Risks

As mentioned above, Gwydir Shire Council (GSC), like all NSW councils exists solely at the discretion of the NSW State Government. The framework for Council operations currently exist in the form of The Local Government Act 1993 (the Act) and associated Local Government Regulations. This means that the rules and regulations that govern GSC may change in the future, potentially without consultation.

Rate peg increases continually being set below cost increases will erode sustainability, unless either a) efficiencies offset cost increases or b) Special Rate Variations are factored in to 'catch up' shortfalls.

Gwydir, like most other rural councils is heavily reliant on grant funding given the limited options available for other sources of revenue and this exposes Council to some risk.

For example, the Federal Government has already shown a willingness to affect Financial Assistance Grants, effectively cutting the program in real funding terms by freezing inflation increases over the 3 year period 2014-15 to 2016-17.

There are many programs that are at potential risk, including general revenue funding (Financial Assistance Grants), aged care funding (Naroo), children and education services (various) and road funding (Roads to Recovery, Regional road contributions etc.).

Funding pressures are likely to increase – this has been the subject of industry discussion for some time. Just one issue may have significant impacts and cause Federal and State funding issues – the aging population. This has a number of potential impacts:

- The changing demographic results in less tax payers vs those on benefits
- Increased demand for aged pensions
- Significantly higher health and aged care costs. These tend to rise exponentially with age beyond this benchmark age.

This structural issue alone poses significant threat to available funding in the future for Local Government – this may mean less overall general funding and more targeted funding for areas of greatest need.

Scenario Discussion

The proposed budget will be discussed in detail and commentary will be limited to General Fund operations.

Other fund operations are deemed satisfactory at least in the near term and consolidated results tend to mimic General Fund operations due to proportional size and influence.

Proposed budget

Council's financial position improves in many aspects across the life of the plan.

Operating results tail off in the later years of the plan, indicating a need for service level revisions and/or Special Rate Variation at some point. Surplus results over the life are however a feature.

There is a large increase in capital project in the first two years in line with the influx of cash received for capital projects. This will help with the cash position and help carry this surplus over the 10 years. With the large number of capital projects, maintenance works will be significantly reduced over the short term.

Debt reductions contribute to additional cash being available for increased capital works. This starts to have significant positive impacts from financial year 2021-22 onwards.

Recovery of General Fund cash will allow further increases in capital renewal works as cash reserves and acceptable liquidity are achieved.

Assumptions

Budget objectives are maintained. While priorities can and do change, the commitment to achieving overall results must be maintained.

For simplicity, all cash and investments are shown as cash to highlight total cash holdings – no cash is transferred to/from investments. Again this highlights the tight starting point that General Fund is currently in. In any case, Council investments are currently limited to bank Term Deposits, which for some ratios are classified as cash in any case.

Due to prior shortfalls in plant renewals, plant and equipment depreciation is understated compared to long term averages. Gradual increases in depreciation are factored in until renewal equilibrium is achieved.

Estimates of energy savings were provided by the selected installer in addition to the upfront capital costs for solar installations. These savings have been factored in for the future years now they are operational.

Capital expenditure has a mixture of inflation being applied or not applied depending on the program. Some programs have fixed revenue sources (i.e. not indexed), with expenses matched to the income. In other areas, such as information technology, technological advances indicate the same notional expenditure (i.e. not indexed) will still provide equal or better equipment.

Inflation for general application, wages and rate increases are shown below. It should be noted that IPART has in the past approved rate pegging increases below inflation and wage growth. There is some indication that an outcome of the current rate review being conducted by the state government that councils may be allowed some leeway to increase rates by perhaps 2-3% above this rate peg. This would have a positive impact for Gwydir.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rates and annual charges	0.00%	2.05%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Wages	0.00%	2.50%	2.50%	2.75%	3.00%	3.25%	3.50%	3.50%	3.50%	3.50%
Inflation	0.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Conclusion

The proposed budget is a significant improvement on previous attempts, with surplus results for General Fund both before and after capital grants and contributions for the life of the plan.

The budget is a responsible effort to balance revenues and expenditures and to achieve the FFTF outcomes as required by the Office of Local Government.

There remains some work in fine tuning service levels and capital renewal requirements for individual infrastructure asset classes. There is sufficient improvement to fund further infrastructure renewal works over the life of the plan once individual asset class needs are finalised, which should result in achieving infrastructure renewal ratio targets. This should be achieved in the LTFP produced in the next financial year.

Commitment to achieving budget results will ensure Council achieves sustainable outcomes.

Appendix A – Proposed Budget Financial Summaries

INCOME STATEMENT - CONSOLIDATED

	Actuals 2016/2017	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
Revenue												
1.1 Rates and annual charges	9,826,913	10,303,162	10,479,403	10,720,429	10,966,999	11,219,240	11,477,283	11,741,260	12,011,309	12,287,569	12,570,183	12,859,298
1.2 User charges and fees	879,527	1,609,157	3,201,773	3,272,212	3,344,201	3,417,773	3,492,964	3,569,809	3,648,345	3,728,609	3,810,638	3,894,472
1.3 Interest and investment revenue	195,779	219,590	100,580	201,210	204,228	207,292	210,401	213,557	216,760	220,012	223,312	226,662
1.4 Other revenues	1,876,252	2,860,758	1,486,994	1,516,734	1,547,069	1,578,010	1,609,570	1,641,762	1,674,597	1,708,089	1,742,250	1,777,095
1.5 Grants subsidies contributions - Op	12,936,323	10,896,865	14,533,439	14,795,041	15,061,352	15,332,456	15,608,440	15,889,392	16,175,401	16,466,558	16,762,956	17,064,690
1.6 Grants Subsidies Contributions - Cap	541,651	900,622	4,545,918	1,102,432	1,124,481	1,146,970	1,169,910	1,193,308	1,217,174	1,241,517	1,266,348	1,291,675
Other Income												
1.90 Net gain from disposal of assets	104,934	313,500	945,000	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	26,361,380	27,103,654	35,293,107	31,608,058	32,248,329	32,901,741	33,568,568	34,249,088	34,943,586	35,652,354	36,375,688	37,113,891
Expenses from Continuing Operations												
2.1 Employee benefits and on-costs	11,417,893	10,518,004	12,515,778	11,862,487	11,969,249	12,076,973	12,185,665	12,295,336	12,405,994	12,517,648	12,630,307	12,743,980
2.2 Borrowing costs	856,057	635,991	516,037	500,556	485,539	470,973	456,844	443,139	429,844	416,949	404,441	392,307
2.3 Materials	3,945,841	7,813,210	10,898,715	5,654,221	5,382,492	5,409,405	5,436,452	5,463,634	5,490,952	5,518,407	5,545,999	5,573,729
2.4 Contracts	2,466,891	7,920,074	10,890,350	3,768,942	3,784,018	3,799,154	3,814,350	3,829,608	3,844,926	3,860,306	3,875,747	3,891,250
2.5 Depreciation & amortisation	6,687,373	6,272,178	6,411,581	6,526,989	6,644,475	6,764,076	6,885,829	7,009,774	7,135,950	7,264,397	7,395,156	7,528,269
2.6 Other expenses	2,631,800	2,574,659	2,779,191	2,458,791	2,507,967	2,558,126	2,609,289	2,661,474	2,714,704	2,768,998	2,824,378	2,880,866
Interest and Investment Losses	0	0	0	0	0	0	0	0	0	0	0	0
2.90 Net loss from disposal of assets	2,061,553	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	30,067,408	35,734,116	44,011,652	30,771,986	30,773,741	31,078,706	31,388,429	31,702,965	32,022,371	32,346,705	32,676,028	33,010,401
Operating Result from Continuing Operations	(3,706,028)	(8,630,462)	(8,718,545)	836,072	1,474,588	1,823,035	2,180,139	2,546,123	2,921,215	3,305,649	3,699,660	4,103,490
<i>Discontinued Operations - Profit/Loss</i>	0											
Net Profit/Loss from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	(3,706,028)	(8,630,462)	(8,718,545)	836,072	1,474,588	1,823,035	2,180,139	2,546,123	2,921,215	3,305,649	3,699,660	4,103,490
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,247,679)	(9,531,084)	(13,264,463)	(266,360)	350,108	676,065	1,010,229	1,352,815	1,704,041	2,064,131	2,433,312	2,811,815

BALANCE SHEET - CONSOLIDATED

	Actuals 2016/2017	Current Year 2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
ASSETS												
Current Assets												
Cash and Cash Equivalents	6,517,000	8,731,538	5,168,115	4,693,955	4,597,222	4,698,361	4,801,725	4,907,363	5,015,325	5,125,662	5,238,427	5,353,672
Investments	2,000,000	2,000,000	4,000,000	4,020,000	4,080,300	4,141,505	4,203,627	3,966,681	4,026,182	4,086,574	4,147,873	4,160,091
Receivables	1,108,000	1,557,620	1,345,800	1,348,492	1,375,461	1,102,971	1,125,030	1,147,531	1,170,481	1,193,891	1,217,769	1,242,124
Inventories	224,000	220,183	220,000	223,960	227,991	232,095	236,273	240,526	244,855	249,263	253,749	258,317
Other Income	10,000	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	9,859,000	12,509,341	10,733,915	10,286,407	10,280,975	10,174,932	10,366,655	10,262,101	10,456,843	10,655,390	10,857,818	11,014,204
Non-Current Assets												
Investments	1,016,000	0	2,000,000	2,004,000	2,022,036	2,040,234	2,058,596	2,077,124	2,095,818	1,914,680	1,931,912	1,449,300
Receivables	463,000	387,351	260,000	261,560	253,713	246,102	238,719	231,557	224,610	217,872	211,336	204,996
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	422,553,000	416,109,882	453,559,771	454,013,331	455,829,384	453,652,702	455,467,313	457,289,182	456,118,339	453,942,812	453,758,583	455,573,618
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-current Assets	424,032,000	416,497,233	455,819,771	456,278,891	458,105,134	455,939,038	457,764,628	459,597,863	458,438,767	456,075,365	455,901,832	457,227,913
TOTAL ASSETS	433,891,000	429,006,574	466,553,686	466,565,298	468,386,109	466,113,970	468,131,283	469,859,964	468,895,611	466,730,755	466,759,650	468,242,118
LIABILITIES												
Current Liabilities												
Bank Overdraft	0	0	0	0	0	0	0	0	0	0	0	0
Payables	2,379,000	1,139,332	1,153,004	1,153,235	1,170,533	1,188,091	1,205,912	1,224,001	1,242,361	1,260,997	1,279,912	1,299,110
Borrowings	1,010,000	2,686,556	2,632,825	2,619,661	2,567,268	2,515,922	2,465,604	2,416,292	2,367,966	2,320,607	2,274,194	2,228,711
Provisions	2,893,000	2,893,670	2,893,000	2,893,000	2,893,000	2,893,000	2,893,000	2,893,000	2,893,000	2,893,000	2,893,000	2,893,000
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	6,282,000	6,719,558	6,678,829	6,665,895	6,630,801	6,597,013	6,564,516	6,533,293	6,503,327	6,474,603	6,447,106	6,420,821
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	9,381,000	8,664,609	8,612,621	8,354,243	8,103,615	7,860,507	7,624,692	7,395,951	7,174,072	6,958,850	6,750,085	6,547,582
Provisions	2,122,000	2,121,939	2,122,000	2,122,000	2,122,000	2,122,000	2,122,000	2,122,000	2,122,000	2,122,000	2,122,000	2,122,000
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	11,503,000	10,786,548	10,734,621	10,476,243	10,225,615	9,982,507	9,746,692	9,517,951	9,296,072	9,080,850	8,872,085	8,669,582
TOTAL LIABILITIES	17,785,000	17,506,106	17,413,450	17,142,138	16,856,416	16,579,520	16,311,208	16,051,244	15,799,399	15,555,453	15,319,191	15,090,403
Net Assets	416,106,000	411,500,468	449,140,236	449,423,160	451,529,693	449,534,450	451,820,075	453,808,720	453,096,211	451,175,302	451,440,459	453,151,715
EQUITY												
Retained Earnings	280,293,000	264,898,663	312,770,659	312,767,207	314,586,762	312,303,939	314,301,381	316,001,236	314,999,331	312,788,418	312,762,964	314,182,996
Revaluation Reserves	135,813,000	136,083,801	136,369,577	136,655,953	136,942,931	137,230,511	137,518,695	137,807,484	138,096,880	138,386,883	138,677,496	138,968,718
Council Equity Interest	416,106,000	400,982,464	449,140,236	449,423,160	451,529,693	449,534,450	451,820,075	453,808,720	453,096,211	451,175,302	451,440,459	453,151,715
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0	0	0
Total Equity	416,106,000	400,982,464	449,140,236	449,423,160	451,529,693	449,534,450	451,820,075	453,808,720	453,096,211	451,175,302	451,440,459	453,151,715

CASH FLOW - CONSOLIDATED

	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Cash Flow from Operating Activities												
Receipts												
Rates and Annual Charges	9,566,000	10,324,201	10,216,276	10,420,602	10,629,014	10,841,594	11,058,426	11,279,594	11,505,186	11,735,290	11,969,996	12,209,396
User Charges and Fees	3,144,000	3,073,096	3,175,290	3,238,796	3,303,572	3,369,643	3,437,036	3,505,777	3,575,892	3,647,410	3,720,358	3,794,765
Interest and Investment Revenue Received	237,000	191,888	208,518	204,348	200,261	196,255	192,330	188,484	184,714	181,020	177,399	173,851
Grants and Contributions	13,487,000	13,066,381	13,794,487	10,994,568	11,022,054	11,049,610	11,077,234	11,104,927	11,132,689	11,160,521	11,188,422	11,216,393
Bonds and Deposits Received	0	220,000	0	0	0	0	0	0	0	0	0	0
Other	2,781,000	2,217,681	1,342,569	1,358,680	1,374,984	1,391,484	1,408,182	1,425,080	1,442,181	1,459,487	1,477,001	1,494,725
Payments												
Employee Benefits & Oncosts	(11,312,000)	(11,465,739)	(10,893,443)	(11,111,312)	(11,333,538)	(11,560,209)	(11,791,413)	(12,027,241)	(12,267,786)	(12,513,142)	(12,763,405)	(13,018,673)
Materials and Contracts	(5,755,000)	(6,473,222)	(5,291,261)	(5,238,348)	(5,185,965)	(5,134,105)	(5,082,764)	(5,031,937)	(4,981,617)	(4,931,801)	(4,882,483)	(4,833,658)
Borrowing Cost	(856,000)	(406,017)	(541,339)	(535,926)	(530,566)	(525,261)	(520,008)	(514,808)	(509,660)	(504,563)	(499,518)	(494,523)
Bonds & Deposits Refunded	(4,000)	(140,000)	0	0	0	0	0	0	0	0	0	0
Other	(2,443,000)	(2,326,124)	(2,535,307)	(2,573,337)	(2,611,937)	(2,651,116)	(2,690,882)	(2,731,246)	(2,772,214)	(2,813,798)	(2,856,005)	(2,898,845)
Net Cash provided (or used in) Operating Activities	8,845,000	8,282,145	9,475,790	6,758,070	6,867,878	6,977,895	7,088,139	7,198,630	7,309,385	7,420,424	7,531,766	7,643,432
Cash Flows from Investing Activities												
Receipts												
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	758,000	3,236	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Payments												
Purchase of Investment Securities	(948,000)	(2,000,000)	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(7,669,000)	(3,965,948)	(6,784,741)	(6,649,046)	(6,516,065)	(6,385,744)	(6,258,029)	(6,132,868)	(6,010,211)	(5,890,007)	(5,772,207)	(5,656,763)
Net Cash provided (or used in) Investing Activities	(7,859,000)	(5,962,712)	(6,424,741)	(6,289,046)	(6,156,065)	(6,025,744)	(5,898,029)	(5,772,868)	(5,650,211)	(5,530,007)	(5,412,207)	(5,296,763)
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings and Advances	0	0	0	0	0	0	0	0	0	0	0	0
Other Financing Activities Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Repayments of Borrowings and Advances	(920,000)	(870,000)	(864,780)	(859,591)	(854,434)	(849,307)	(844,211)	(839,146)	(834,111)	(829,107)	(824,132)	(819,187)
Other Financing Activities Payments	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Flow provided (or used in) Financing Activities	(920,000)	(870,000)	(864,780)	(859,591)	(854,434)	(849,307)	(844,211)	(839,146)	(834,111)	(829,107)	(824,132)	(819,187)
Net Increase/(Decrease) in Cash and Cash Equivalents	66,000	1,449,433	2,186,269	(390,567)	(142,621)	102,844	345,899	586,615	825,062	1,061,310	1,295,428	1,527,482
plus: Cash, Cash Equivalents and Investments -	6,451,000	6,517,000	7,966,433	10,152,702	9,762,135	9,619,514	9,722,358	10,068,257	10,654,872	11,479,935	12,541,245	13,836,672
Cash and Cash Equivalents - end of year	6,517,000	7,966,433	10,152,702	9,762,135	9,619,514	9,722,358	10,068,257	10,654,872	11,479,935	12,541,245	13,836,672	15,364,155
Cash and Cash Equivalents - end of year	6,517,000	7,966,433	10,152,702	9,762,135	9,619,514	9,722,358	10,068,257	10,654,872	11,479,935	12,541,245	13,836,672	15,364,155
Investments - end of year	3,016,000											
Cash, Cash Equivalents and Investments - end of year	9,533,000	7,966,433	10,152,702	9,762,135	9,619,514	9,722,358	10,068,257	10,654,872	11,479,935	12,541,245	13,836,672	15,364,155
Representing												
External Restrictions	5,541,000	5,451,258	5,842,158	6,563,124	6,858,503	7,191,131	6,952,485	7,012,458	7,215,485	7,245,684	7,142,564	7,254,856
Internal Restrictions	3,889,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000
Unrestricted	103,000	1,944,175	3,739,544	2,628,011	2,190,011	1,960,227	2,544,772	3,071,414	3,693,450	4,724,561	6,123,108	7,538,299
	9,533,000	7,966,433	10,152,702	9,762,135	9,619,514	9,722,358	10,068,257	10,654,872	11,479,935	12,541,245	13,836,672	15,364,155

INCOME STATEMENT - GENERAL FUND

	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
Revenue												
1.1 Rates and annual charges	7,485,896	7,655,083	7,770,096	7,948,808	8,131,631	8,318,658	8,509,987	8,705,717	8,905,949	9,110,785	9,320,334	9,534,701
1.2 User charges and fees	154,370	726,630	2,318,193	2,369,193	2,421,315	2,474,584	2,529,025	2,584,664	2,641,526	2,699,640	2,759,032	2,819,731
1.3 Interest and investment revenue	64,063	69,927	52,602	70,047	71,097	72,164	73,246	74,345	75,460	76,592	77,741	78,907
1.4 Other revenues	1,840,505	2,827,617	1,461,049	1,490,270	1,520,075	1,550,477	1,581,486	1,613,116	1,645,378	1,678,286	1,711,852	1,746,089
1.5 Grants subsidies contributions - Op	12,857,519	10,815,365	14,452,637	14,712,784	14,977,615	15,247,212	15,521,661	15,801,051	16,085,470	16,375,009	16,669,759	16,969,815
1.6 Grants Subsidies Contributions - Cap	496,561	900,622	4,545,918	0	0	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
1.90 Net gain from disposal of assets	104,934	313,500	945,000	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	23,003,849	23,308,744	31,545,495	26,591,102	27,121,734	27,663,095	28,215,407	28,778,893	29,353,784	29,940,312	30,538,717	31,149,242
Expenses from Continuing Operations												
2.1 Employee benefits and on-costs	10,347,398	9,360,951	11,126,000	10,440,412	10,534,376	10,629,185	10,724,848	10,821,371	10,918,764	11,017,032	11,116,186	11,216,231
2.2 Borrowing costs	671,862	439,930	339,928	329,730	319,838	310,243	300,936	291,908	283,151	274,656	266,416	258,424
2.3 Materials	3,622,632	6,970,905	9,569,010	4,254,527	4,770,499	4,794,351	4,818,323	4,842,415	4,866,627	4,890,960	4,915,415	4,939,992
2.4 Contracts	1,815,744	7,283,031	10,237,697	3,103,306	3,115,719	3,128,182	3,140,695	3,153,258	3,165,871	3,178,534	3,191,248	3,204,013
2.5 Depreciation & amortisation	6,189,862	5,822,021	5,976,295	6,083,868	6,193,378	6,304,859	6,418,346	6,533,876	6,651,486	6,771,213	6,893,095	7,017,170
2.6 Other expenses	2,381,836	2,253,296	2,447,249	2,122,995	2,165,455	2,208,764	2,252,939	2,297,998	2,343,958	2,390,837	2,438,654	2,487,427
Interest and Investment Losses	0	0	0	0	0	0	0	0	0	0	0	0
2.90 Net loss from disposal of assets	1,898,158	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	26,927,492	32,130,134	39,696,179	26,334,838	27,099,265	27,375,584	27,656,087	27,940,826	28,229,856	28,523,232	28,821,014	29,123,258
Operating Result from Continuing Operations	(3,923,643)	(8,821,390)	(8,150,684)	256,265	22,469	287,511	559,320	838,068	1,123,928	1,417,080	1,717,704	2,025,985
<i>Discontinued Operations - Profit/Loss</i>	0											
Net Profit/Loss from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	(3,923,643)	(8,821,390)	(8,150,684)	256,265	22,469	287,511	559,320	838,068	1,123,928	1,417,080	1,717,704	2,025,985
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,420,204)	(9,722,012)	(12,696,602)	256,265	22,469	287,511	559,320	838,068	1,123,928	1,417,080	1,717,704	2,025,985

BALANCE SHEET - GENERAL FUND

	Actuals	Current Year										
Income from Continuing Operations	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
ASSETS												
Current Assets												
Cash and Cash Equivalents	1,679,580	5,066,576	1,429,854	937,003	1,357,617	1,387,485	1,418,009	1,449,205	1,481,088	1,513,672	1,546,973	1,581,006
Investments	1,000,000	2,000,000	4,000,000	4,020,000	4,080,300	4,141,505	4,203,627	3,966,681	4,026,182	4,086,574	4,147,873	4,160,091
Receivables	808,343	761,156	669,342	670,681	684,094	397,776	405,732	413,846	422,123	430,566	439,177	447,961
Inventories	199,841	177,909	157,000	160,897	163,793	166,741	169,743	172,798	175,909	179,075	182,298	185,580
Other Income	10,000	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	3,697,764	8,005,641	6,256,196	5,788,581	6,285,804	6,093,507	6,197,111	6,002,531	6,105,301	6,209,887	6,316,321	6,374,637
Non-Current Assets												
Investments	1,016,000	0	2,000,000	2,004,000	2,022,036	2,040,234	2,058,596	2,077,124	2,095,818	1,914,680	1,931,912	1,449,300
Receivables	463,000	387,351	260,000	261,560	253,713	246,102	238,719	231,557	224,610	217,872	211,336	204,996
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	394,725,961	382,802,406	420,251,629	420,671,881	423,154,763	421,304,827	422,990,046	424,682,006	423,217,699	420,910,569	420,726,010	422,408,914
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-current Assets	396,204,961	383,189,757	422,511,629	422,937,441	425,430,512	423,591,163	425,287,361	426,990,687	425,538,127	423,043,122	422,869,259	424,063,210
TOTAL ASSETS	399,902,725	391,195,398	428,767,825	428,726,021	431,716,317	429,684,670	431,484,472	432,993,219	431,643,428	429,253,009	429,185,580	430,437,847
LIABILITIES												
Current Liabilities												
Bank Overdraft	0	0	0	0	0	0	0	0	0	0	0	0
Payables	2,379,000	1,139,332	1,153,004	1,153,235	1,170,533	1,188,091	1,205,912	1,224,001	1,242,361	1,260,997	1,279,912	1,299,110
Borrowings	926,966	2,395,469	2,347,560	2,335,822	2,289,105	2,243,323	2,198,457	2,154,488	2,111,398	2,069,170	2,027,787	1,987,231
Provisions	2,797,447	2,823,230	2,828,500	2,828,500	2,828,500	2,828,500	2,828,500	2,828,500	2,828,500	2,828,500	2,828,500	2,828,500
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	6,103,413	6,358,031	6,329,064	6,317,556	6,288,138	6,259,914	6,232,869	6,206,989	6,182,259	6,158,667	6,136,198	6,114,841
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	7,108,207	6,391,816	6,353,465	6,162,861	5,977,975	5,798,636	5,624,677	5,455,937	5,292,259	5,133,491	4,979,486	4,830,102
Provisions	649,116	648,888	648,949	648,949	648,949	648,949	648,949	648,949	648,949	648,949	648,949	648,949
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	7,757,323	7,040,704	7,002,414	6,811,810	6,626,924	6,447,585	6,273,626	6,104,886	5,941,208	5,782,440	5,628,435	5,479,051
TOTAL LIABILITIES	13,860,736	13,398,735	13,331,478	13,129,367	12,915,063	12,707,499	12,506,495	12,311,874	12,123,467	11,941,106	11,764,633	11,593,892
Net Assets	386,041,989	377,796,663	415,436,347	415,596,655	418,801,254	416,977,170	418,977,977	420,681,344	419,519,962	417,311,902	417,420,946	418,843,956
EQUITY												
Retained Earnings	252,827,010	375,834,312	413,849,862	414,006,838	417,208,099	415,380,669	417,378,123	419,078,131	417,913,382	415,701,949	415,807,612	417,227,233
Revaluation Reserves	133,214,979	1,962,351	1,586,485	1,589,817	1,593,155	1,596,501	1,599,854	1,603,213	1,606,580	1,609,954	1,613,335	1,616,723
Council Equity Interest	386,041,989	377,796,663	415,436,347	415,596,655	418,801,254	416,977,170	418,977,977	420,681,344	419,519,962	417,311,902	417,420,946	418,843,956
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0	0	0
Total Equity	386,041,989	377,796,663	415,436,347	415,596,655	418,801,254	416,977,170	418,977,977	420,681,344	419,519,962	417,311,902	417,420,946	418,843,956

Gwydir Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
CASH FLOW -GENERAL FUND

Cash Flow from Operating Activities	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Receipts												
Rates and Annual Charges	7,192,119	8,354,169	8,200,933	8,364,952	8,532,251	8,702,896	8,876,954	9,054,493	9,235,583	9,420,295	9,608,700	9,800,874
User Charges and Fees	2,393,934	2,124,925	2,208,156	2,252,319	2,297,365	2,343,312	2,390,179	2,437,982	2,486,742	2,536,477	2,587,206	2,638,950
Interest and Investment Revenue Received	115,198	24,175	130,533	127,922	125,364	122,857	120,399	117,991	115,632	113,319	111,053	108,832
Grants and Contributions	13,408,135	13,000,493	13,716,601	10,915,747	10,943,037	10,970,394	10,997,820	11,025,315	11,052,878	11,080,510	11,108,212	11,135,982
Bonds and Deposits Received	0	220,000	0	0	0	0	0	0	0	0	0	0
Other	2,759,782	2,214,629	1,339,471	1,355,545	1,371,811	1,388,273	1,404,932	1,421,792	1,438,853	1,456,119	1,473,593	1,491,276
Payments	0	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits & Oncosts	(10,154,259)	(10,258,873)	(9,710,714)	(9,922,670)	(10,121,123)	(10,323,545)	(10,530,016)	(10,740,617)	(10,955,429)	(11,174,538)	(11,398,028)	(11,625,989)
Materials and Contracts	(4,490,035)	(5,844,393)	(4,659,288)	(4,612,695)	(4,566,568)	(4,520,902)	(4,475,693)	(4,430,936)	(4,386,627)	(4,342,761)	(4,299,333)	(4,256,340)
Borrowing Cost	(673,751)	(217,942)	(357,026)	(353,455)	(349,921)	(346,421)	(342,957)	(339,528)	(336,132)	(332,771)	(329,443)	(326,149)
Bonds & Deposits Refunded	(4,000)	(140,000)	0	0	0	0	0	0	0	0	0	0
Other	(2,068,440)	(1,890,711)	(2,095,540)	(2,126,973)	(2,158,878)	(2,191,261)	(2,224,130)	(2,257,492)	(2,291,354)	(2,325,724)	(2,360,610)	(2,396,019)
Net Cash provided (or used in) Operating Activities	8,478,683	7,586,472	8,773,126	6,000,692	6,073,339	6,145,602	6,217,488	6,289,001	6,360,145	6,430,926	6,501,349	6,571,417
Cash Flows from Investing Activities												
Receipts												
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	758,000	3,236	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Payments	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Securities	(948,000)	(2,000,000)	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(7,156,833)	(2,965,401)	(5,833,166)	(6,438,823)	(6,312,099)	(6,155,808)	(6,071,497)	(5,915,513)	(5,800,006)	(5,688,323)	(5,558,217)	(5,400,838)
Net Cash provided (or used in) Investing Activities	(7,346,833)	(4,962,165)	(5,473,166)	(6,078,823)	(5,952,099)	(5,795,808)	(5,711,497)	(5,555,513)	(5,440,006)	(5,328,323)	(5,198,217)	(5,040,838)
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings and Advances	0	0	0	0	0	0	0	0	0	0	0	0
Other Financing Activities Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Repayments of Borrowings and Advances	(726,736)	(680,297)	(676,215)	(672,158)	(668,125)	(664,116)	(660,132)	(656,171)	(652,234)	(648,320)	(644,430)	(640,564)
Other Financing Activities Payments	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Flow provided (or used in) Financing Activities	(726,736)	(680,297)	(676,215)	(672,158)	(668,125)	(664,116)	(660,132)	(656,171)	(652,234)	(648,320)	(644,430)	(640,564)
Net Increase/(Decrease) in Cash and Cash Equivalents	405,114	1,944,010	2,623,745	(750,288)	(546,885)	(314,322)	(154,140)	77,317	267,906	454,283	658,701	890,016
plus: Cash, Cash Equivalents and Investments - beginning of year	6,451,000	6,856,114	8,800,124	11,423,869	10,673,581	10,126,696	9,812,375	9,658,235	9,735,551	10,003,457	10,457,740	11,116,441
Cash and Cash Equivalents - end of year	6,856,114	8,800,124	11,423,869	10,673,581	10,126,696	9,812,375	9,658,235	9,735,551	10,003,457	10,457,740	11,116,441	12,006,457
Cash and Cash Equivalents - end of year	6,856,114	8,800,124	11,423,869	10,673,581	10,126,696	9,812,375	9,658,235	9,735,551	10,003,457	10,457,740	11,116,441	12,006,457
Investments - end of year	568,000	568,000	568,000	568,000	568,000	568,000	568,000	568,000	568,000	568,000	568,000	568,000
Cash, Cash Equivalents and Investments - end of year	7,424,114	9,368,124	11,991,869	11,241,581	10,694,696	10,380,375	10,226,235	10,303,551	10,571,457	11,025,740	11,684,441	12,574,457
Representing												
External Restrictions	5,541,000	5,451,258	5,842,158	6,563,124	6,858,503	7,191,131	6,952,485	7,012,458	7,215,485	7,245,684	7,142,564	7,254,856
Internal Restrictions	521,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000	571,000
Unrestricted	1,362,114	3,345,866	5,578,711	4,107,457	3,265,193	2,618,244	2,702,750	2,720,093	2,784,972	3,209,056	3,970,877	4,748,601
	7,424,114	9,368,124	11,991,869	11,241,581	10,694,696	10,380,375	10,226,235	10,303,551	10,571,457	11,025,740	11,684,441	12,574,457

INCOME STATEMENT - WATER FUND

	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
Revenue												
1.1 Rates and annual charges	643,651	643,066	698,672	714,741	731,181	747,998	765,202	782,801	800,806	819,224	838,066	857,342
1.2 User charges and fees	664,542	812,424	821,900	839,982	858,461	877,348	896,649	916,375	936,536	957,140	978,197	999,717
1.3 Interest and investment revenue	21,483	26,000	0	27,000	27,405	27,816	28,233	28,657	29,087	29,523	29,966	30,415
1.4 Other revenues	1,781	850	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
1.5 Grants subsidies contributions - Op	24,289	24,289	23,543	23,967	24,398	24,837	25,284	25,740	26,203	26,674	27,155	27,643
1.6 Grants Subsidies Contributions - Cap	45,090	0	0	1,102,432	1,124,481	1,146,970	1,169,910	1,193,308	1,217,174	1,241,517	1,266,348	1,291,675
Other Income												
1.90 Net gain from disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	1,400,836	1,506,629	1,545,615	2,709,652	2,767,486	2,826,561	2,886,902	2,948,537	3,011,494	3,075,802	3,141,489	3,208,585
Expenses from Continuing Operations												
2.1 Employee benefits and on-costs	375,929	414,970	489,465	499,254	503,748	508,281	512,856	517,472	522,129	526,828	531,569	536,354
2.2 Borrowing costs	175,941	189,191	170,414	165,302	160,343	155,532	150,866	146,340	141,950	137,692	133,561	129,554
2.3 Materials	247,811	491,464	372,632	378,221	380,113	382,013	383,923	385,843	387,772	389,711	391,659	393,618
2.4 Contracts	78,602	61,736	64,900	66,198	66,463	66,729	66,996	67,264	67,533	67,803	68,074	68,346
2.5 Depreciation & amortisation	184,995	247,219	302,219	307,659	313,197	318,834	324,573	330,416	336,363	342,418	348,581	354,856
2.6 Other expenses	193,412	269,463	272,632	275,358	280,865	286,483	292,212	298,057	304,018	310,098	316,300	322,626
Interest and Investment Losses	0	0	0	0	0	0	0	0	0	0	0	0
2.90 Net loss from disposal of assets	163,395	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	1,420,085	1,674,043	1,672,262	1,691,993	1,704,728	1,717,873	1,731,427	1,745,391	1,759,765	1,774,549	1,789,745	1,805,353
Operating Result from Continuing Operations	(19,249)	(167,414)	(126,647)	1,017,659	1,062,759	1,108,688	1,155,475	1,203,146	1,251,730	1,301,253	1,351,744	1,403,232
<i>Discontinued Operations - Profit/Loss</i>	0											
Net Profit/Loss from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	(19,249)	(167,414)	(126,647)	1,017,659	1,062,759	1,108,688	1,155,475	1,203,146	1,251,730	1,301,253	1,351,744	1,403,232
Net Operating Result before Grants and Contributions provided for Capital Purposes	(64,339)	(167,414)	(126,647)	(84,773)	(61,722)	(38,282)	(14,435)	9,839	34,556	59,735	85,396	111,557

BALANCE SHEET - WATER FUND

	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
ASSETS												
Current Assets												
Cash and Cash Equivalents	787,139	588,224	599,988	602,988	416,254	425,412	434,771	444,336	454,111	464,102	474,312	484,747
Investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables	162,258	355,484	225,486	225,937	230,456	235,065	239,766	244,561	249,453	254,442	259,531	264,721
Inventories	22,115	21,137	21,000	21,021	21,399	21,785	22,177	22,576	22,982	23,396	23,817	24,246
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	971,512	964,845	846,474	849,946	668,109	682,261	696,714	711,473	726,546	741,939	757,659	773,714
Non-Current Assets												
Investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	15,627,556	15,654,991	15,655,304	15,670,959	15,357,540	15,203,965	15,264,781	15,325,840	15,463,772	15,525,627	15,525,783	15,587,886
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-current Assets	15,627,556	15,654,991	15,655,304	15,670,959	15,357,540	15,203,965	15,264,781	15,325,840	15,463,772	15,525,627	15,525,783	15,587,886
TOTAL ASSETS	16,599,068	16,619,836	16,501,779	16,520,906	16,025,649	15,886,226	15,961,494	16,037,313	16,190,318	16,267,567	16,283,442	16,361,599
LIABILITIES												
Current Liabilities												
Bank Overdraft	0	0	0	0	0	0	0	0	0	0	0	0
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	76,003	141,704	138,870	138,176	135,412	132,704	130,050	127,449	124,900	122,402	119,954	117,555
Provisions	21,503	21,503	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	97,506	163,207	160,370	159,676	156,912	154,204	151,550	148,949	146,400	143,902	141,454	139,055
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	2,207,667	2,207,667	2,194,421	2,128,588	2,064,731	2,002,789	1,942,705	1,884,424	1,827,891	1,773,055	1,719,863	1,668,267
Provisions	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	2,213,247	2,213,247	2,200,001	2,134,168	2,070,311	2,008,369	1,948,285	1,890,004	1,833,471	1,778,635	1,725,443	1,673,847
TOTAL LIABILITIES	2,310,753	2,376,454	2,360,371	2,293,844	2,227,223	2,162,573	2,099,835	2,038,953	1,979,871	1,922,536	1,866,897	1,812,902
Net Assets	14,288,315	14,243,382	14,141,408	14,227,062	13,798,427	13,723,653	13,861,659	13,998,360	14,210,447	14,345,030	14,416,546	14,548,698
EQUITY												
Retained Earnings	12,809,357	12,281,031	12,554,923	12,637,245	12,205,271	12,127,152	12,261,806	12,395,147	12,603,867	12,735,077	12,803,211	12,931,975
Revaluation Reserves	1,478,958	1,962,351	1,586,485	1,589,817	1,593,155	1,596,501	1,599,854	1,603,213	1,606,580	1,609,954	1,613,335	1,616,723
Council Equity Interest	14,288,315	14,243,382	14,141,408	14,227,062	13,798,427	13,723,653	13,861,659	13,998,360	14,210,447	14,345,030	14,416,546	14,548,698
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0	0	0
Total Equity	14,288,315	14,243,382	14,141,408	14,227,062	13,798,427	13,723,653	13,861,659	13,998,360	14,210,447	14,345,030	14,416,546	14,548,698

CASH FLOW - WATER FUND

Cash Flow from Operating Activities	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Receipts												
Rates and Annual Charges	640,958	642,854	657,640	670,792	684,208	697,892	711,850	726,087	740,609	755,421	770,530	785,940
User Charges and Fees	684,521	811,255	827,480	844,030	860,910	878,129	895,691	913,605	931,877	950,515	969,525	988,915
Interest and Investment Revenue Received	24,485	25,995	25,995	25,475	24,966	24,466	23,977	23,497	23,027	22,567	22,116	21,673
Grants and Contributions	24,289	24,288	25,962	26,274	26,339	26,405	26,471	26,537	26,604	26,670	26,737	26,804
Bonds and Deposits Received	0	0	0	0	0	0	0	0	0	0	0	0
Other	500	550	558	565	572	579	586	593	600	607	614	622
Payments												
Employee Benefits & Oncosts	(410,847)	(407,896)	(399,738)	(401,737)	(409,772)	(417,967)	(426,326)	(434,853)	(443,550)	(452,421)	(461,469)	(470,699)
Materials and Contracts	(368,495)	(377,859)	(379,748)	(375,951)	(372,191)	(368,469)	(364,785)	(361,137)	(357,525)	(353,950)	(350,411)	(346,907)
Borrowing Cost	(175,075)	(188,075)	(184,314)	(182,470)	(180,646)	(178,839)	(177,051)	(175,280)	(173,528)	(171,792)	(170,074)	(168,374)
Bonds & Deposits Refunded	0	0	0	0	0	0	0	0	0	0	0	0
Other	(258,487)	(265,895)	(268,554)	(272,582)	(276,671)	(280,821)	(285,033)	(289,309)	(293,649)	(298,053)	(302,524)	(307,062)
Net Cash provided (or used in) Operating Activities	161,849	265,217	305,281	334,396	357,716	381,374	405,380	429,741	454,465	479,563	505,043	530,913
Cash Flows from Investing Activities												
Receipts												
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(174,524)	(132,000)	(70,000)	(94,000)	(86,000)	(110,200)	(65,000)	(94,000)	(85,000)	(74,600)	(85,000)	(125,000)
Net Cash provided (or used in) Investing Activities	(174,524)	(132,000)	(70,000)	(94,000)	(86,000)	(110,200)	(65,000)	(94,000)	(85,000)	(74,600)	(85,000)	(125,000)
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings and Advances	0	0	0	0	0	0	0	0	0	0	0	0
Other Financing Activities Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Repayments of Borrowings and Advances	(184,185)	(182,549)	(181,454)	(180,365)	(179,283)	(178,207)	(177,138)	(176,075)	(175,019)	(173,968)	(172,925)	(171,887)
Other Financing Activities Payments	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Flow provided (or used in) Financing Activities	(184,185)	(182,549)	(181,454)	(180,365)	(179,283)	(178,207)	(177,138)	(176,075)	(175,019)	(173,968)	(172,925)	(171,887)
Net Increase/(Decrease) in Cash and Cash Equivalents	(196,860)	(49,332)	53,827	60,031	92,433	92,967	163,242	159,666	194,447	230,995	247,118	234,026
plus: Cash, Cash Equivalents and Investments - beginning of year	395,410	198,550	149,218	203,045	263,076	355,509	448,476	611,718	771,384	965,831	1,196,825	1,443,943
Cash and Cash Equivalents - end of year	198,550	149,218	203,045	263,076	355,509	448,476	611,718	771,384	965,831	1,196,825	1,443,943	1,677,969
Cash and Cash Equivalents - end of year	198,550	149,218	203,045	263,076	355,509	448,476	611,718	771,384	965,831	1,196,825	1,443,943	1,677,969
Investments - end of year	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Cash, Cash Equivalents and Investments - end of year	448,550	399,218	453,045	513,076	605,509	698,476	861,718	1,021,384	1,215,831	1,446,825	1,693,943	1,927,969
Representing												
External Restrictions	0	0	0	0	0	0	0	0	0	0	0	0
Internal Restrictions	0	0	0	0	0	0	0	0	0	0	0	0
Unrestricted	448,550	399,218	453,045	513,076	605,509	698,476	861,718	1,021,384	1,215,831	1,446,825	1,693,943	1,927,969
	448,550	399,218	453,045	513,076	605,509	698,476	861,718	1,021,384	1,215,831	1,446,825	1,693,943	1,927,969

INCOME STATEMENT - SEWER

	Actuals 2016/2017	Current Year 2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
Revenue												
1.1 Rates and annual charges	628,789	632,763	661,635	676,853	692,420	708,346	724,638	741,305	758,355	775,797	793,640	811,894
1.2 User charges and fees	60,404	69,803	61,374	62,724	64,104	65,514	66,956	68,429	69,934	71,473	73,045	74,652
1.3 Interest and investment revenue	63,815	69,275	0	54,986	55,811	56,648	57,498	58,360	59,236	60,124	61,026	61,941
1.4 Other revenues	2,590	12,404	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
1.5 Grants subsidies contributions - Op	20,776	20,259	20,259	20,624	20,995	21,373	21,758	22,149	22,548	22,954	23,367	23,787
1.6 Grants Subsidies Contributions - Cap	0	0	0	0	0	0	0	0	0	0	0	0
Other Income												
1.90 Net gain from disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	776,374	804,504	744,268	816,206	834,370	852,942	871,931	891,347	911,198	931,496	952,250	973,470
Expenses from Continuing Operations												
2.1 Employee benefits and on-costs	262,399	296,963	437,426	448,362	452,397	456,468	460,577	464,722	468,904	473,125	477,383	481,679
2.2 Borrowing costs	1,420	0	0	0	0	0	0	0	0	0	0	0
2.3 Materials	46,341	67,201	836,200	852,924	62,489	62,801	63,115	63,431	63,748	64,067	64,387	64,709
2.4 Contracts	28,353	14,875	14,000	14,210	14,267	14,324	14,381	14,439	14,496	14,554	14,613	14,671
2.5 Depreciation & amortisation	79,600	150,829	80,958	82,415	83,899	85,409	86,946	88,511	90,104	91,726	93,377	95,058
2.6 Other expenses	49,513	42,040	48,600	49,621	50,613	51,625	52,658	53,711	54,785	55,881	56,998	58,138
Interest and Investment Losses	0	0	0	0	0	0	0	0	0	0	0	0
2.90 Net loss from disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	467,626	571,908	1,417,184	1,447,531	663,664	670,628	677,677	684,814	692,039	699,353	706,759	714,256
Operating Result from Continuing Operations	308,748	232,596	(672,916)	(631,325)	170,706	182,314	194,254	206,533	219,160	232,143	245,491	259,214
<i>Discontinued Operations - Profit/Loss</i>	0											
Net Profit/Loss from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	308,748	232,596	(672,916)	(631,325)	170,706	182,314	194,254	206,533	219,160	232,143	245,491	259,214
Net Operating Result before Grants and Contributions provided for Capital Purposes	308,748	232,596	(672,916)	(631,325)	170,706	182,314	194,254	206,533	219,160	232,143	245,491	259,214

BALANCE SHEET - SEWER FUND

	Actuals 2016/2017	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
ASSETS												
Current Assets												
Cash and Cash Equivalents	2,017,567	588,224	599,988	602,988	416,254	425,412	434,771	444,336	454,111	464,102	474,312	484,747
Investments	1,000,000	0	0	0	0	0	0	0	0	0	0	0
Receivables	67,557	355,484	225,486	225,937	230,456	235,065	239,766	244,561	249,453	254,442	259,531	264,721
Inventories	2,044	21,137	21,000	21,021	21,399	21,785	22,177	22,576	22,982	23,396	23,817	24,246
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	3,087,168	964,845	846,474	849,946	668,109	682,261	696,714	711,473	726,546	741,939	757,659	773,714
Non-Current Assets												
Investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	10,178,150	15,654,991	15,655,304	15,670,959	15,357,540	15,203,965	15,264,781	15,325,840	15,463,772	15,525,627	15,525,783	15,587,886
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-current Assets	10,178,150	15,654,991	15,655,304	15,670,959	15,357,540	15,203,965	15,264,781	15,325,840	15,463,772	15,525,627	15,525,783	15,587,886
TOTAL ASSETS	13,265,318	16,619,836	16,501,779	16,520,906	16,025,649	15,886,226	15,961,494	16,037,313	16,190,318	16,267,567	16,283,442	16,361,599
LIABILITIES												
Current Liabilities												
Bank Overdraft	0	0	0	0	0	0	0	0	0	0	0	0
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	141,704	138,870	138,176	135,412	132,704	130,050	127,449	124,900	122,402	119,954	117,555
Provisions	46,616	21,503	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	46,616	163,207	160,370	159,676	156,912	154,204	151,550	148,949	146,400	143,902	141,454	139,055
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	5,413	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	5,413	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580	5,580
TOTAL LIABILITIES	52,029	168,787	165,950	165,256	162,492	159,784	157,130	154,529	151,980	149,482	147,034	144,635
Net Assets	13,213,289	16,451,049	16,335,829	16,355,650	15,863,157	15,726,442	15,804,365	15,882,784	16,038,339	16,118,085	16,136,408	16,216,965
EQUITY												
Retained Earnings	12,483,729	14,488,698	14,749,344	14,765,834	14,270,002	14,129,941	14,204,511	14,279,571	14,431,759	14,508,131	14,523,074	14,600,242
Revaluation Reserves	729,560	1,962,351	1,586,485	1,589,817	1,593,155	1,596,501	1,599,854	1,603,213	1,606,580	1,609,954	1,613,335	1,616,723
Council Equity Interest	13,213,289	16,451,049	16,335,829	16,355,650	15,863,157	15,726,442	15,804,365	15,882,784	16,038,339	16,118,085	16,136,408	16,216,965
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0	0	0
Total Equity	13,213,289	16,451,049	16,335,829	16,355,650	15,863,157	15,726,442	15,804,365	15,882,784	16,038,339	16,118,085	16,136,408	16,216,965

Gwydir Shire Council
10 Year Financial Plan for the Years ending 30 June 2028

CASH FLOW -SEWER FUND

Cash Flow from Operating Activities	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Receipts												
Rates and Annual Charges	661,838	663,589	678,852	692,429	706,277	720,403	734,811	749,507	764,497	779,787	795,383	811,290
User Charges and Fees	65,425	68,458	69,827	71,224	72,648	74,101	75,583	77,095	78,637	80,209	81,814	83,450
Interest and Investment Revenue Received	54,658	70,859	25,995	25,475	24,966	24,466	23,977	23,497	23,027	22,567	22,116	21,673
Grants and Contributions	20,796	20,800	25,962	26,274	26,339	26,405	26,471	26,537	26,604	26,670	26,737	26,804
Bonds and Deposits Received	0	0	0	0	0	0	0	0	0	0	0	0
Other	2,261	1,251	1,270	1,285	1,300	1,316	1,332	1,348	1,364	1,380	1,397	1,414
Payments												
Employee Benefits & Oncosts	(305,895)	(399,485)	(391,495)	(393,453)	(401,322)	(409,348)	(417,535)	(425,886)	(434,404)	(443,092)	(451,954)	(460,993)
Materials and Contracts	(125,485)	(125,485)	(126,112)	(124,851)	(123,603)	(122,367)	(121,143)	(119,932)	(118,732)	(117,545)	(116,370)	(115,206)
Borrowing Cost	(160)	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded	0	0	0	0	0	0	0	0	0	0	0	0
Other	(105,948)	(84,759)	(85,607)	(86,891)	(88,194)	(89,517)	(90,860)	(92,223)	(93,606)	(95,010)	(96,435)	(97,882)
Net Cash provided (or used in) Operating Activities	267,490	215,228	198,691	211,491	218,412	225,459	232,636	239,944	247,387	254,967	262,687	270,551
Cash Flows from Investing Activities												
Receipts												
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(285,485)	(780,000)	(791,700)	(25,000)	(25,375)	(25,756)	(26,142)	(26,534)	(26,932)	(27,336)	(27,746)	(28,162)
Net Cash provided (or used in) Investing Activities	(285,485)	(780,000)	(791,700)	(25,000)	(25,375)	(25,756)	(26,142)	(26,534)	(26,932)	(27,336)	(27,746)	(28,162)
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings and Advances	0	0	0	0	0	0	0	0	0	0	0	0
Other Financing Activities Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Repayments of Borrowings and Advances	(3,240)	0	0	0	0	0	0	0	0	0	0	0
Other Financing Activities Payments	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Flow provided (or used in) Financing Activities	(3,240)	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash and Cash Equivalents	(21,235)	(564,772)	(593,009)	186,491	193,037	199,704	206,494	213,410	220,455	227,631	234,941	242,388
plus: Cash, Cash Equivalents and Investments - beginning of year	2,979,784	2,958,549	2,393,777	1,800,768	1,987,259	2,180,296	2,380,000	2,586,494	2,799,904	3,020,359	3,247,990	3,482,931
Cash and Cash Equivalents - end of year	2,958,549	2,393,777	1,800,768	1,987,259	2,180,296	2,380,000	2,586,494	2,799,904	3,020,359	3,247,990	3,482,931	3,725,319
Cash and Cash Equivalents - end of year	2,958,549	2,393,777	1,800,768	1,987,259	2,180,296	2,380,000	2,586,494	2,799,904	3,020,359	3,247,990	3,482,931	3,725,319
Investments - end of year	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash, Cash Equivalents and Investments - end of year	4,458,549	3,893,777	3,300,768	3,487,259	3,680,296	3,880,000	4,086,494	4,299,904	4,520,359	4,747,990	4,982,931	5,225,319
Representing												
External Restrictions	0	0	0	0	0	0	0	0	0	0	0	0
Internal Restrictions	0	0	0	0	0	0	0	0	0	0	0	0
Unrestricted	4,458,549	3,893,777	3,300,768	3,487,259	3,680,296	3,880,000	4,086,494	4,299,904	4,520,359	4,747,990	4,982,931	5,225,319
	4,458,549	3,893,777	3,300,768	3,487,259	3,680,296	3,880,000	4,086,494	4,299,904	4,520,359	4,747,990	4,982,931	5,225,319

INCOME STATEMENT - WASTE

	Actuals 2016/2017	Current Year 2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
Revenue												
1.1 Rates and annual charges	1,068,577	1,372,250	1,349,000	1,380,027	1,411,768	1,444,238	1,477,456	1,511,437	1,546,200	1,581,763	1,618,143	1,655,361
1.2 User charges and fees	211	300	306	313	320	327	334	341	349	356	364	372
1.3 Interest and investment revenue	46,418	54,388	47,978	49,177	49,915	50,664	51,424	52,195	52,978	53,773	54,579	55,398
1.4 Other revenues	31,376	19,887	23,445	23,914	24,392	24,880	25,378	25,885	26,403	26,931	27,470	28,019
1.5 Grants subsidies contributions - Op	33,739	36,952	37,000	37,666	38,344	39,034	39,737	40,452	41,180	41,921	42,676	43,444
1.6 Grants Subsidies Contributions - Cap	0	0	0	0	0	0	0	0	0	0	0	0
Other Income												
1.90 Net gain from disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	1,180,321	1,483,777	1,457,729	1,491,097	1,524,739	1,559,143	1,594,328	1,630,311	1,667,110	1,704,744	1,743,233	1,782,594
Expenses from Continuing Operations												
2.1 Employee benefits and on-costs	432,167	445,120	462,887	474,459	478,729	483,038	487,385	491,772	496,198	500,663	505,169	509,716
2.2 Borrowing costs	6,834	6,870	5,695	5,524	5,358	5,198	5,042	4,890	4,744	4,601	4,463	4,330
2.3 Materials	29,057	283,640	120,873	168,549	169,392	170,239	171,090	171,945	172,805	173,669	174,537	175,410
2.4 Contracts	544,192	560,432	573,753	585,228	587,569	589,919	592,279	594,648	597,027	599,415	601,812	604,220
2.5 Depreciation & amortisation	232,916	52,109	52,109	53,047	54,002	54,974	55,963	56,971	57,996	59,040	60,103	61,185
2.6 Other expenses	7,039	9,860	10,710	10,817	11,033	11,254	11,479	11,709	11,943	12,182	12,425	12,674
Interest and Investment Losses	0	0	0	0	0	0	0	0	0	0	0	0
2.90 Net loss from disposal of assets	0	0	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	1,252,205	1,358,031	1,226,027	1,297,624	1,306,084	1,314,621	1,323,238	1,331,935	1,340,712	1,349,571	1,358,511	1,367,534
Operating Result from Continuing Operations	(71,884)	125,746	231,702	193,473	218,655	244,522	271,089	298,376	326,398	355,174	384,722	415,060
<i>Discontinued Operations - Profit/Loss</i>	0											
Net Profit/Loss from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	(71,884)	125,746	231,702	193,473	218,655	244,522	271,089	298,376	326,398	355,174	384,722	415,060
Net Operating Result before Grants and Contributions provided for Capital Purposes	(71,884)	125,746	231,702	193,473	218,655	244,522	271,089	298,376	326,398	355,174	384,722	415,060

BALANCE SHEET - WASTE FUND

	Actuals 2016/2017	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Income from Continuing Operations												
ASSETS												
Current Assets												
Cash and Cash Equivalents	2,032,714	2,488,514	2,538,284	2,550,976	2,407,097	2,460,053	2,514,174	2,569,486	2,626,015	2,683,787	2,742,831	2,803,173
Investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables	69,842	85,496	225,486	225,937	230,456	235,065	239,766	244,561	249,453	254,442	259,531	264,721
Inventories	0	0	21,000	21,021	21,399	21,785	22,177	22,576	22,982	23,396	23,817	24,246
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	2,102,556	2,574,010	2,784,770	2,797,934	2,658,952	2,716,903	2,776,117	2,836,624	2,898,450	2,961,625	3,026,178	3,092,140
Non-Current Assets												
Investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant and Equipment	2,021,333	1,997,494	1,997,534	1,999,531	1,959,541	1,939,945	1,947,705	1,955,496	1,973,096	1,980,988	1,981,008	1,988,932
Intangible Assets	0	0	0	0	0	0	0	0	0	0	0	0
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-current Assets	2,021,333	1,997,494	1,997,534	1,999,531	1,959,541	1,939,945	1,947,705	1,955,496	1,973,096	1,980,988	1,981,008	1,988,932
TOTAL ASSETS	4,123,889	4,571,504	4,782,304	4,797,465	4,618,493	4,656,848	4,723,823	4,792,120	4,871,545	4,942,613	5,007,186	5,081,072
LIABILITIES												
Current Liabilities												
Bank Overdraft	0	0	0	0	0	0	0	0	0	0	0	0
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	7,031	7,679	7,525	7,488	7,338	7,191	7,047	6,907	6,768	6,633	6,500	6,370
Provisions	27,434	27,434	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	34,465	35,113	29,025	28,988	28,838	28,691	28,547	28,407	28,268	28,133	28,000	27,870
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	65,126	65,126	64,735	62,793	60,909	59,082	57,310	55,590	53,923	52,305	50,736	49,214
Provisions	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891	1,461,891
Liabilities associated with assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	1,527,017	1,527,017	1,526,626	1,524,684	1,522,800	1,520,973	1,519,201	1,517,481	1,515,814	1,514,196	1,512,627	1,511,105
TOTAL LIABILITIES	1,561,482	1,562,130	1,555,652	1,553,672	1,551,638	1,549,664	1,547,748	1,545,888	1,544,082	1,542,329	1,540,627	1,538,975
Net Assets	2,562,407	3,009,374	3,226,653	3,243,793	3,066,855	3,107,184	3,176,074	3,246,232	3,327,463	3,400,284	3,466,559	3,542,097
EQUITY												
Retained Earnings	2,172,904	2,431,967	2,648,033	2,663,959	2,485,802	2,524,911	2,592,579	2,661,511	2,741,515	2,813,105	2,878,147	2,952,449
Revaluation Reserves	389,503	577,407	578,620	579,835	581,052	582,273	583,495	584,721	585,949	587,179	588,412	589,648
Council Equity Interest	2,562,407	3,009,374	3,226,653	3,243,793	3,066,855	3,107,184	3,176,074	3,246,232	3,327,463	3,400,284	3,466,559	3,542,097
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0	0	0
Total Equity	2,562,407	3,009,374	3,226,653	3,243,793	3,066,855	3,107,184	3,176,074	3,246,232	3,327,463	3,400,284	3,466,559	3,542,097

Gwydir Shire Council
10 Year Financial Plan for the Years ending 30 June 2028

CASH FLOW -WASTE FUND

Cash Flow from Operating Activities	Actuals	Current Year										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Receipts												
Rates and Annual Charges	1,071,085	663,589	678,852	692,429	706,277	720,403	734,811	749,507	764,497	779,787	795,383	811,290
User Charges and Fees	120	68,458	69,827	71,224	72,648	74,101	75,583	77,095	78,637	80,209	81,814	83,450
Interest and Investment Revenue Received	42,659	70,859	25,995	25,475	24,966	24,466	23,977	23,497	23,027	22,567	22,116	21,673
Grants and Contributions	33,780	20,800	25,962	26,274	26,339	26,405	26,471	26,537	26,604	26,670	26,737	26,804
Bonds and Deposits Received	0	0	0	0	0	0	0	0	0	0	0	0
Other	18,457	1,251	1,270	1,285	1,300	1,316	1,332	1,348	1,364	1,380	1,397	1,414
Payments												
Employee Benefits & Oncosts	(440,999)	(399,485)	(391,495)	(393,453)	(401,322)	(409,348)	(417,535)	(425,886)	(434,404)	(443,092)	(451,954)	(460,993)
Materials and Contracts	(770,985)	(125,485)	(126,112)	(124,851)	(123,603)	(122,367)	(121,143)	(119,932)	(118,732)	(117,545)	(116,370)	(115,206)
Borrowing Cost	(7,014)	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded	0	0	0	0	0	0	0	0	0	0	0	0
Other	(10,125)	(84,759)	(85,607)	(86,891)	(88,194)	(89,517)	(90,860)	(92,223)	(93,606)	(95,010)	(96,435)	(97,882)
Net Cash provided (or used in) Operating Activities	(63,022)	215,228	198,691	211,491	218,412	225,459	232,636	239,944	247,387	254,967	262,687	270,551
Cash Flows from Investing Activities												
Receipts												
Sale of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Properties	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	(52,158)	(88,547)	(89,875)	(91,223)	(92,592)	(93,981)	(95,390)	(96,821)	(98,273)	(99,748)	(101,244)	(102,762)
Net Cash provided (or used in) Investing Activities	(52,158)	(88,547)	(89,875)	(91,223)	(92,592)	(93,981)	(95,390)	(96,821)	(98,273)	(99,748)	(101,244)	(102,762)
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings and Advances	0	0	0	0	0	0	0	0	0	0	0	0
Other Financing Activities Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Payments												
Repayments of Borrowings and Advances	(5,839)	(7,154)	(7,111)	(7,068)	(7,026)	(6,984)	(6,942)	(6,900)	(6,859)	(6,818)	(6,777)	(6,736)
Other Financing Activities Payments	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Flow provided (or used in) Financing Activities	(5,839)	(7,154)	(7,111)	(7,068)	(7,026)	(6,984)	(6,942)	(6,900)	(6,859)	(6,818)	(6,777)	(6,736)
Net Increase/(Decrease) in Cash and Cash Equivalents	(121,019)	119,527	101,705	113,199	118,794	124,495	130,304	136,223	142,255	148,402	154,667	161,052
plus: Cash, Cash Equivalents and Investments - beginning of year	1,789,010	1,667,991	1,787,518	1,889,223	2,002,422	2,121,217	2,245,711	2,376,015	2,512,238	2,654,492	2,802,894	2,957,561
Cash and Cash Equivalents - end of year	1,667,991	1,787,518	1,889,223	2,002,422	2,121,217	2,245,711	2,376,015	2,512,238	2,654,492	2,802,894	2,957,561	3,118,613
Cash and Cash Equivalents - end of year	1,667,991	1,787,518	1,889,223	2,002,422	2,121,217	2,245,711	2,376,015	2,512,238	2,654,492	2,802,894	2,957,561	3,118,613
Investments - end of year	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Cash, Cash Equivalents and Investments - end of year	1,917,991	2,037,518	2,139,223	2,252,422	2,371,217	2,495,711	2,626,015	2,762,238	2,904,492	3,052,894	3,207,561	3,368,613

Representing

External Restrictions	0	0	0	0	0	0	0	0	0	0	0	0
Internal Restrictions	0	0	0	0	0	0	0	0	0	0	0	0
Unrestricted	1,917,991	2,037,518	2,139,223	2,252,422	2,371,217	2,495,711	2,626,015	2,762,238	2,904,492	3,052,894	3,207,561	3,368,613
	1,917,991	2,037,518	2,139,223	2,252,422	2,371,217	2,495,711	2,626,015	2,762,238	2,904,492	3,052,894	3,207,561	3,368,613

