



# DRAFT Long Term Financial Plan

---

**2017-18 to 2026-27**



# Table of Contents

---

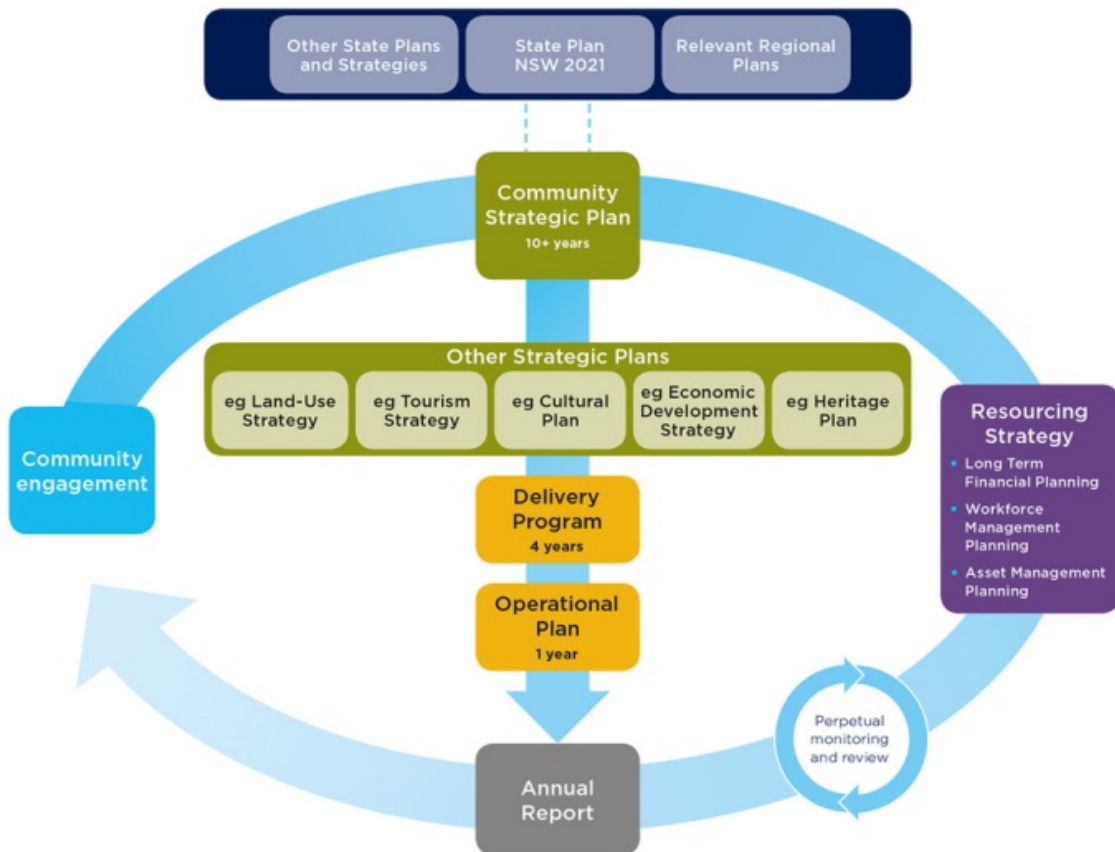
Introduction .....	3
About Walcha.....	5
Ten Year Financial Plan .....	6
Fit for the Future & Council Amalgamations .....	6
Major Issues .....	6
Timber Bridges .....	6
Water & Sewer Services.....	6
Security of Water Supply .....	7
Planning Assumptions.....	8
Revenue Forecasts .....	9
Capacity for Rating.....	11
Fees & Charges.....	11
Grants & Subsidies .....	12
Expenditure Forecasts.....	12
Employee Benefits .....	14
Materials & Contracts .....	14
Depreciation.....	14
Borrowings .....	14
Cash Reserves .....	14
Attachment A – 10 Year Financial Forecast.....	19

*Cover Photo: Sam's Flat Timber Bridge, Macleods Creek*

# Introduction

The Long Term Financial Plan (LTFP) is part of the Strategic Planning Process and along with the Workforce Management Plan and Asset Management Plan provides crucial information to Council and decision makers regarding the financial outcomes of decisions and other events. It forms part of the Integrated Planning and Reporting Framework (IP&R) as required for all NSW Councils.

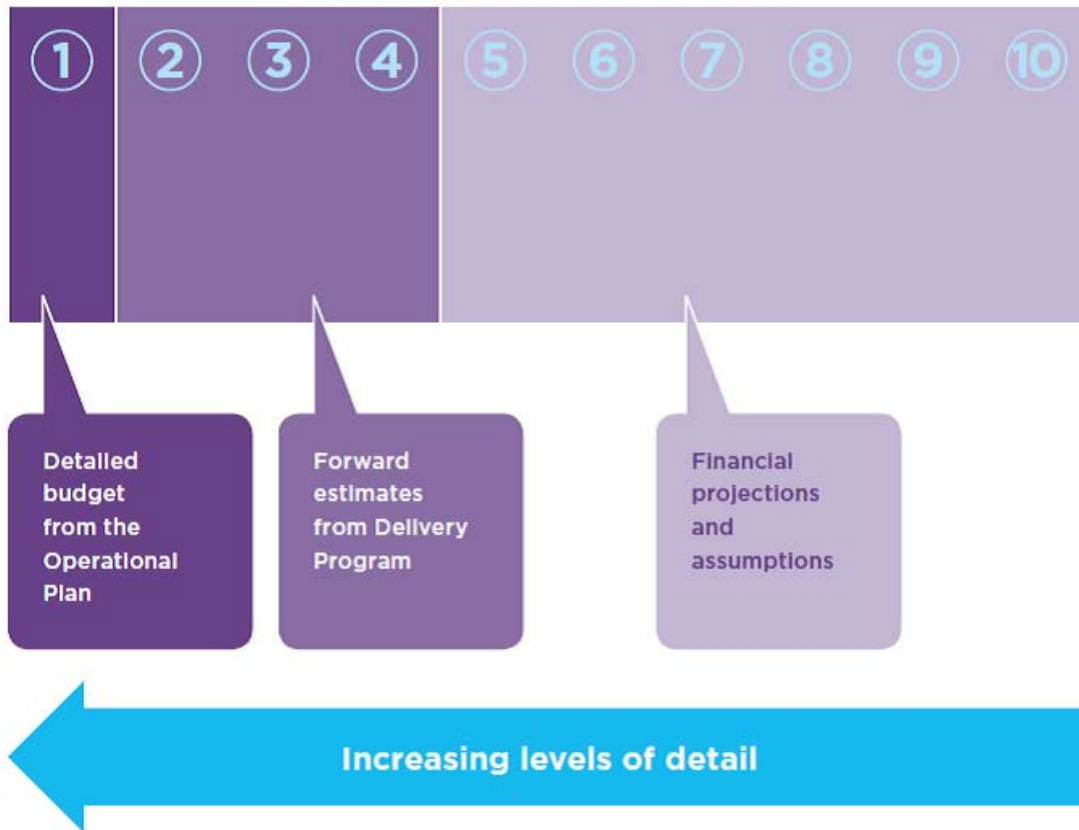
## Integrated Planning and Reporting Framework (IP&R)



The LTFP is a dynamic document and is updated regularly and reviewed in full annually. It provides a decision-making as well as a problem-solving tool and is flexible, enabling Council to respond to issues as they arise. It is not intended to be a fixed financial plan, but rather a model to allow Council to identify financial issues as they arise and to see the long term effects of decisions and events. It also provides a roadmap of how Council will finance Community expectations as outlined in the Community Strategic Plan.

As the following diagram shows, the level of detail in the early years is much higher than the forecast at 10 years.

## Long Term Financial Plan - 10 years



The LTFP contains the Income Statement, Balance Sheet, Cash Flow and Equity Statements for the General, Water and Sewer Funds as well as Consolidated Statements and covers the 10 year period from 2017-18 to 2026-27.

## About Walcha

Walcha is a small rural council in the New England Tablelands Region situated 1,067 metres above sea level. Its estimated population in 2016 was 3,054 and the Council area covers 6,261 km<sup>2</sup>. Walcha is predominantly an agricultural area, with beef cattle, dairy, wool and fat lambs being the primary business. The region is also a prime timber producing area and is home to a number of magnificent National Parks and State Forests.

The Council area includes the township of Walcha and villages of Walcha Road, Niangala, Nowendoc, Yarrowitch and Woolbrook (which is shared with Tamworth Regional Council); and is bordered by the following Councils - Uralla Shire, Tamworth Regional, Upper Hunter, Mid Coast (formerly Gloucester, Greater Taree and Great Lakes), Port Macquarie-Hastings, Kempsey and Armidale Regional.

The town of Walcha is situated at the junction of the Oxley Highway and Thunderbolts Way, 447km from Sydney via Gloucester. The nearest city is Armidale at a distance of 65km and Walcha is 95km from Tamworth.

Walcha Council provides the following services to its residents:

- Transport services including management, maintenance and improvement of over 900km of local and regional roads, large number of concrete and timber bridges, network of culverts and drainage assets, as well as extensive kerb and gutter, footpaths and streetscape assets;
- Management, maintenance and improvement of buildings and structures, including Council Chambers, Library, Preschool, numerous public amenities and other community facilities;
- Provision of water, sewerage and waste services to towns and villages within the Council area, including 3 landfill sites;
- Management of parks and reserves, including 3km of levee bank running alongside the Apsley River, sports grounds, swimming pool and streetscaping in the CBD;
- Community Services including Walcha Preschool, Walcha Council Community Care (WCCC), Meals on Wheels, etc;
- Town planning and regulatory services, including a shared ranger service with Uralla Shire Council, environmental management;
- Library Services – Walcha Library is a member of the Central Northern Regional Libraries and carries over 3000 books;
- Management of public cemeteries;
- Provides agency service for Service NSW (formerly RMS);
- Promotion of economic and tourism development with the Council region, including the Visitor Information Centre;
- Open Air Gallery – comprises in excess of 45 sculptures and artworks around town and along the Apsley River levee bank, created by local, national and international artists.

# Ten Year Financial Plan

## Fit for the Future & Council Amalgamations

With strong community support and continual lobbying with both State and Federal Members, Walcha successfully avoided proposed amalgamations with Tamworth Regional Council and the four council merger proposed by Armidale Dumaresq Council. The process of preparing multiple submissions has resulted in Walcha Council identifying a number of cost savings which are now in effect. Walcha Council plans to continue to live within its means while providing services in line with community expectations.

## Major Issues

### Timber Bridges

The Timber Bridge Replacement Programme that Council implemented in 2015-16 is well under way. As at July 2017 there are 24 timber bridges remaining in the Walcha area. This is a reduction of 7 timber bridges since the 2015-16 financial year. During 2017-18, a further two bridges will be replaced, at a cost of \$723,440, leaving 22 timber bridges that are in varying conditions, some being in good to excellent condition.

Of these remaining bridges, 5 require replacement within the next 12-24 months; budget cost is \$1.4M. These bridges currently have either a bypass track installed or load limit signage restricting the maximum load to be permitted on the bridge.

Council continues to pursue Federal and State grants to fund these infrastructure projects, however results are unpredictable. It is Council's intention to replace all bridges that are deemed to be in poor or worse condition by the end of the 2019-20 financial year, ensuring a large capital works programme continuing for the next two financial years.

### Water & Sewer Services

Over the next 10 years increased charges will be required to fund water and sewerage assets. Ageing infrastructure is overdue for renewal and failures leading to interruption of supply and service are a risk.

Council's performance as a Local Water Utility (LWU) is measured against the NSW Best-Practice Management of Water Supply and Sewerage Guidelines 2007. The Guidelines require LWU's to achieve ongoing full cost recovery for their water supply and sewerage services. Full cost recovery is also a requirement of National Competition Policy and the National Water Initiative.

- Water Supply - Full cost recovery requires 75% of residential revenue from usage charges and 25% from access charges. In 2014-15 Council achieved 80% implementation of the outcomes required by the NSW Best Practice Framework but is still to achieve full cost recovery. The 2015-16 typical residential bill was \$548 which was close to the state wide median of \$593, however the economic real rate of return was negative.
- Sewerage - Full Cost Recovery. In 2014-15 Council achieved 89% implementation of the outcomes required by the NSW Best Practice Framework but is still to

achieve full cost recovery. The 2015-16 typical residential bill was \$460 which was much less than the statewide median of \$697.

Council needs to ensure full cost recovery to provide sufficient revenue for the replacement of water and sewerage assets. A review of costs and revenue will be undertaken in the coming financial year.

### **Security of Water Supply**

Council has completed a secure yield assessment which shows that an additional storage of 172 megalitres (ML) is needed to provide security of supply for a static population. However, Council received funding from the Federal Government for a feasibility study to investigate water supply options to increase Walcha's water storage capacity taking into account positive population projections.

The investigations are to include reconsideration of the potential demands of any possible future industry or agriculture if additional water security is provided. This will enable a range of scenarios to be developed and assessed as part of Council's Integrated Water Cycle Management (IWCM) Strategy under the NSW Government's Best-Practice Management of Water Supply and Sewerage Framework. The outcomes from the study will be known by the end of 2017.

### **Waste Services**

Walcha is one of the few Councils that does not have a user pays system for waste disposal. Costs are spread over the rate base and recovered through the domestic waste charge. An example of the user pays system would be the Forrest Road landfill in Tamworth which charges commercial waste at \$109 per tonne, compared with Walcha Landfill where no charges are applied. The operation of the Walcha landfill costs residents and businesses around \$300 per tonne for waste disposal. This figure was obtained by dividing the \$127,000 in the 16/17 budget by 423 tonnes of kerbside waste landfilled in the same period.

The costs are higher than other landfills for a number of reasons:

- The Walcha landfill accepts less than 1,000 tonnes per year, lacking economies of scale; and
- Fixed expenses such as machinery and labour form the bulk of costs.

There has not been adequate cost recovery from historic usage over a 20+ year period. As a result the current operational cost is unable to fund future obligations which include building reserves for capping, remediation and asset replacement.

### **Landfill Sites**

As of February 2017, there is between 3 and 4 years of life remaining in the existing putrescible waste cell at the main Walcha landfill. Waste from Woolbrook and Nowendoc will likely require disposal at the Walcha landfill in the near future: Woolbrook is slated to become a waste transfer station using NSW EPA funding by the end of 2017. Nowendoc has had issues with burning of the pit and Council is in the process of fast tracking the conversion of this site to a waste transfer station. The result of this will be additional tonnages requiring disposal at the Walcha landfill.

## Planning Assumptions

Walcha Council continues to plan and budget conservatively to ensure services provided meet community expectations and operating costs are contained. Walcha consistently achieves the benchmark minimum 60% of own source funding; however this is challenging given the large area of non rateable land in the council area. Current declining population in the region and the limited capacity to increase own source revenues leads Council to make some difficult decisions and places strain on Council resources if current levels of service are to be maintained.

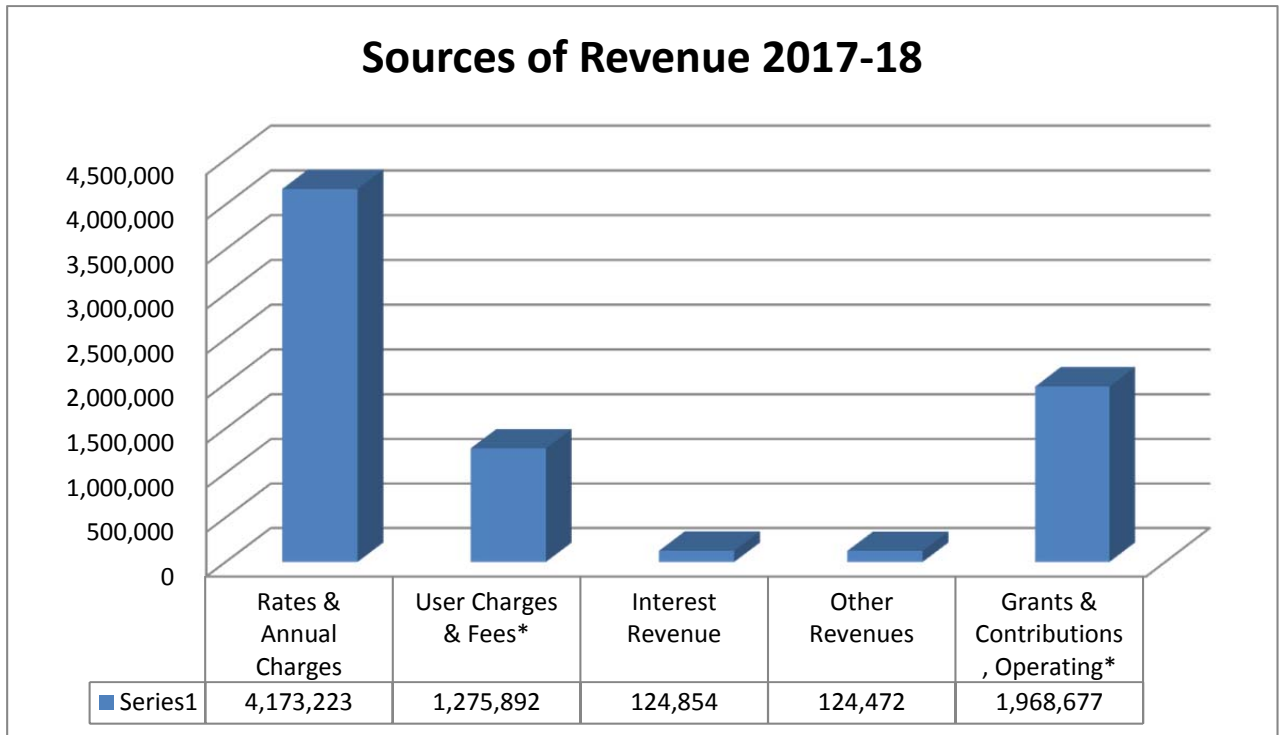
Key assumptions in the preparation of the LTFP for the General Fund include:

- Rate pegging of 1.5% in 2017-18. Rate pegging has been consistently set below CPI and wages growth in recent years, Council predicts the rate peg to increase to 2.0%. This assumption is carried across the 10 years;
- Fees, charges and other revenue increasing by 2% per annum in the General Fund, however greater increases are proposed in the Water & Sewer Funds to maintain the infrastructure and fund future upgrades;
- Employee costs increasing by 2.35% in 2017-18 then 2.5% per annum;
- Cost of materials increasing by 2.0% per annum;
- The freeze on indexing the Financial Assistance Grants (FAGS) is lifted for 2017-18. Council assumes an increase of 1.5% per annum, in line with low CPI;
- Additional Roads to Recovery Funding is extended. The known allocations for Walcha Council are 2017-18 \$814,440 and 2018-19 \$810,669.

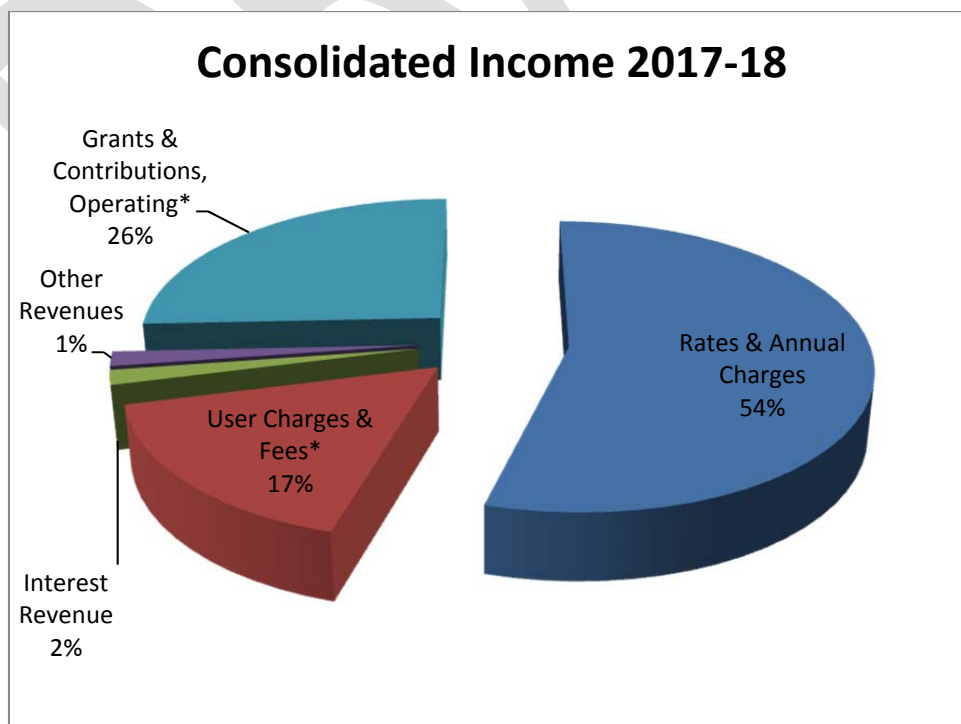


## Revenue Forecasts

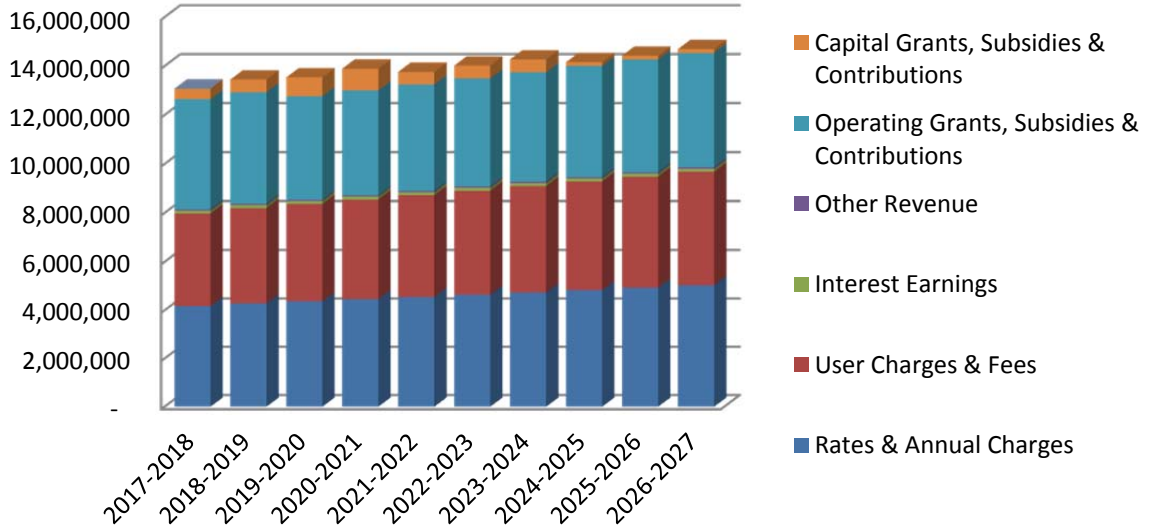
- Roads to Recovery funding for 2017-18 is expected to be \$814,440 and \$810,669 in 2018-19. Funding will continue beyond this but the amounts are unknown. Until further details are provided this plan assumes basic funding of \$407,220 per annum.



*\*Excludes capital grants and revenue for fully funded programs/works*

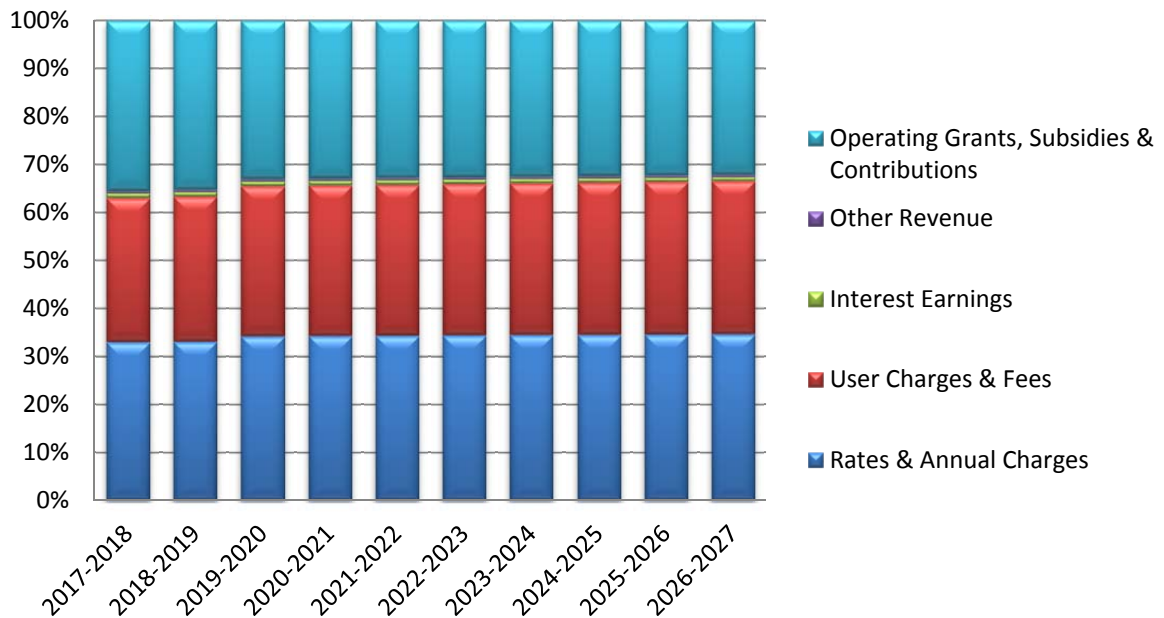


## Consolidated Revenue from All Sources



Council continues to source over 60% of operating revenue from its own sources.

## Consolidated Revenue excluding Capital Grants

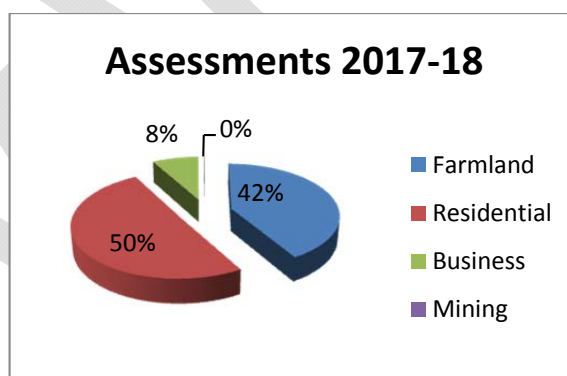
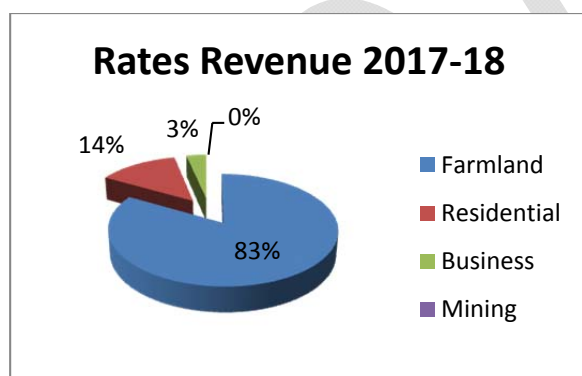


## Capacity for Rating

Walcha's population is fairly static and there is little opportunity for increasing rates revenue outside the current rate pegging restrictions; Council has no plans for a Special Rate Variation (SRV) in the 10 year plan. Australian Bureau of Statistics (ABS) 2016 census declares the population to be 3092 people, which is an increase on the 2011 census of 71 people

The following table highlights the large proportion of rates derived from farming and agriculture and the high number of assessments levied the minimum rates amount in 2017-18.

2017-18 Rates Revenue	Assessments	Rates Revenue	Valuation	Incl Number Minimum Rates	Ad Valorem Rate	
<b>Farmland</b>	756	2,761,586	1,013,055,630	85	0.00270799	W-F
<b>Residential</b>	915	441,937	54,680,700	595	0.00298237 0.00790417	W-R W-RW
<b>Business</b>	144	109,778	9,914,144	49	0.00599366 0.01126633 0.00900807	W-B W-BC W-BI
<b>Mining</b>	3	1,515	89,960	2	0.01026893	W-M
	<b>1,818</b>	<b>3,314,816</b>	<b>1,077,740,434</b>	<b>731</b>		
<b>Non-Rateable</b>	83	0	5,127,870			



Approximately one third of the Council area is National Park or State Forest and therefore non rateable and not valued. These areas are not included in the graphs above.

## Fees & Charges

Specific User Charges makes up 82% of Fees & Charges collected by Council, totalling \$3.1M in the General Fund. Of the User Charges forecast for 2017-18, \$2.2M is from State Roads for maintenance works. Private Works and Domestic Waste Management contribute a combined 15% or \$585,209 in 2017-18 and Water usage revenue is \$529,225 – 14% of total fees & charges.

Much of the maintenance work performed for NSW State Roads is not under contract, however the Road Maintenance Council Contracts is current until 2017 and Council is confident there will be no significant change to this income.

## Grants & Subsidies

As with many regional councils, Walcha is dependant on State and Commonwealth funding to provide services to its residents. The Financial Assistance Grants (FAGs) are unconditional funds paid to Council by the Commonwealth. FAGs was frozen in the 2014/15 Federal Budget for 3 years, meaning there was no indexation, for CPI or population growth. This is now lifted and the estimated funding for 2017-18 is \$1,188,562 General Purpose and \$922,358 Roads Component; a total of \$2,110,920 (this amount is subject to vary when NSW Grants Commission make their adjustments).

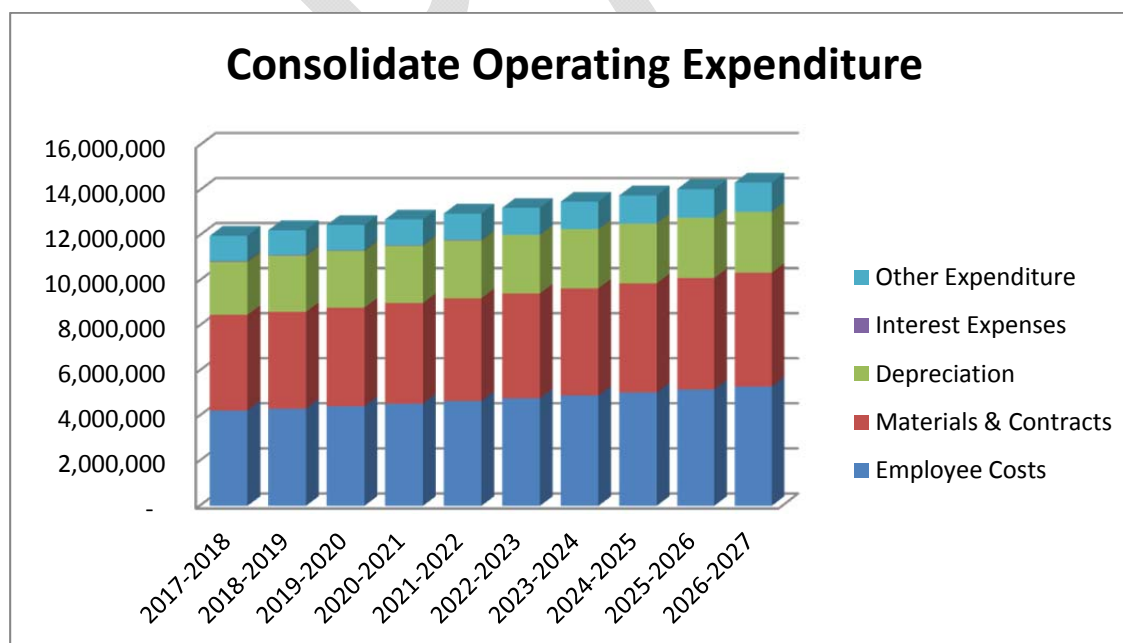
The Roads to Recovery Funding (R2R) has been temporarily increased for all Councils. R2R is an Operating Grant and can be allocated to maintenance or capital works. The additional R2R funding included in the 2017-18 budget is \$407,220, making the total R2R grant \$814,440.

Ordinary Operating Grants (excluding FAGs & R2R) make up approximately 15% of Council's revenue and subsidise the following services:

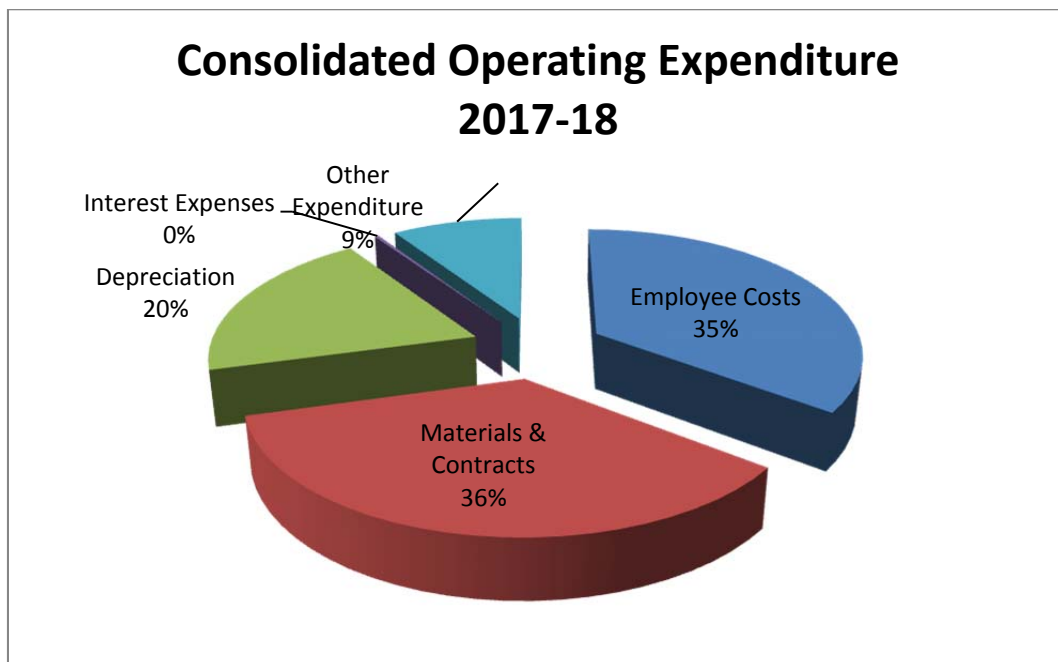
Programme / Service	Grant / Subsidy
Urban & Regional Roads (non capital)	\$730,946
Domestic & Other Waste Management	\$16,500
Preschool & Early Intervention	\$422,199
Community Care Programmes	\$271,882
Library	\$21,726
Pensioner Concessions (general fund)	\$20,000

## Expenditure Forecasts

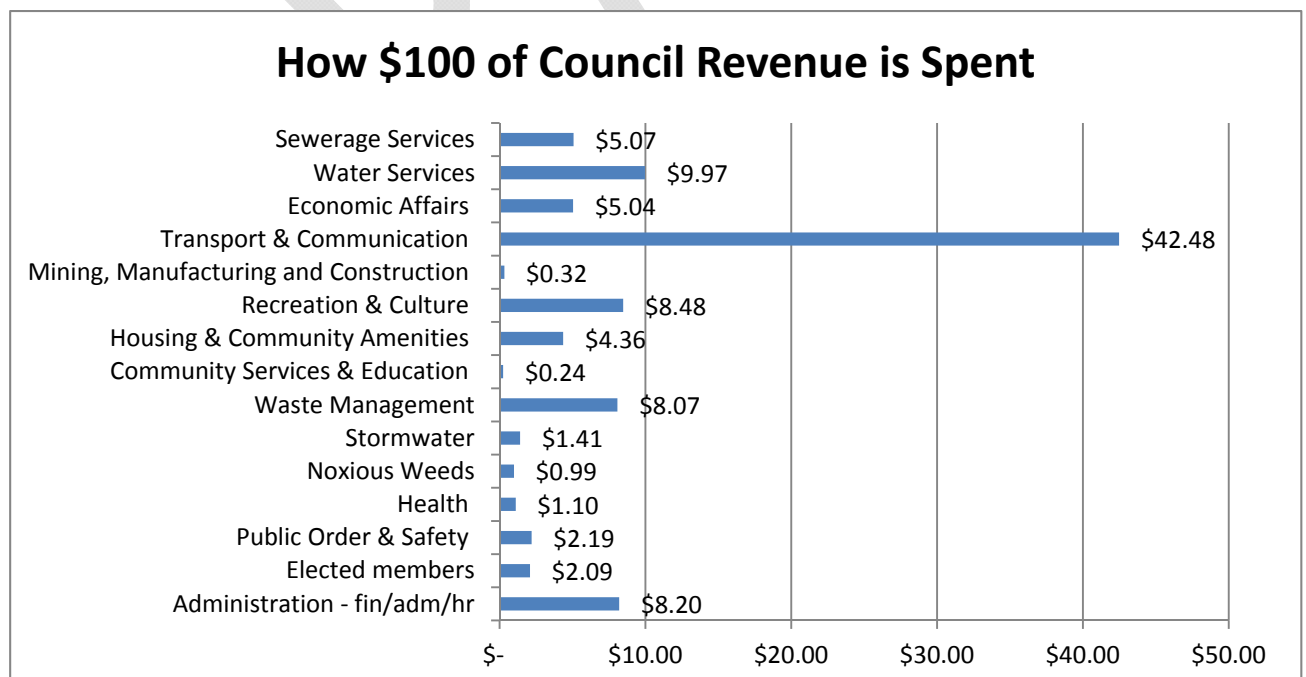
Operating costs over 10 years show a steady increase in line with anticipated inflation.



The following pie chart shows the break up of Council's operating expenditure for 2017-18. Employee Costs and Materials & Contracts make up 71% of operating expenses, which is consistent over 10 years.



The next chart shows how \$100 of operating income is spent by Council. Almost 43% is spent maintaining Council's network of roads, bridges and footpaths. 8% of revenue is spent on recreation and culture: sporting grounds, parks & reserves and the Open Air Gallery; while 2% is spent on the Elected Members.



*\*Does not include expenses for fully funded works or programs.*

## Employee Benefits

At 35% of the expenditure budget, employee costs are one of the largest components. \$4.2M for 2017-18 is for all Council (including Water and Sewerage Services) and includes superannuation, training and oncosts. Council has estimated employment benefit increases to be 2.2% in 2017-18, then 2.5% thereafter.

## Materials & Contracts

Materials & Contracts is 36% of Council's operating costs and is forecast to be \$4.2M in 2017-18. The major driver for the expense is the roads maintenance program:

- State Roads Maintenance - \$1.8M (contractor payments)
- Roads and Bridges Maintenance - \$808,131
- Waste Management expenses - \$410,082
- IT Software Maintenance - \$336,000

Materials and contracts expenditure is generally increasing in line with CPI from 2018-19 onward.

## Depreciation

Depreciation expense has been projected based on useful life estimates. The consolidated budget for 2017-18 is \$2.3M, with 67% of that amount (\$1.4M) being for roads and bridges. Plant depreciation for 2017-18 is \$350,000 representing 15% of total depreciation.

## Borrowings

Council currently has two loans in the General Fund and has no plans to enter into any new loans.

In 2017 the General Fund loaned \$100,000 to the Water Fund for completion of emergency works at the Water Treatment Facility. The loan is to be repaid over 10 years with interest.

Date	Amount	Reason	Outstanding at June 2017	End Date
29/06/2012	\$152,000	DWM garbage bins & transfer station	\$91,125	June 2022
01/03/2014	\$600,000	Construct Woolbrook Bridge	\$441,604	April 2023
30/06/2016	\$100,000	Internal Loan to Water Fund	\$100,000	April 2027

There are no new loans included in the LTFP, however this is something that Council may reconsider in the future. The Infrastructure Backlog is reducing each year but does not achieve the 2% benchmark in the current 10 year plan. Council exceeds the annual Infrastructure Renewal and Capital Expenditure targets.

## Cash Reserves

Council carefully manages its cash reserves to ensure that funds are available for necessary infrastructure works if other sources of funding are unavailable. The total of internal cash reserves at June 2016 was \$2.3M. The major reserves currently held by Council include:

Employee Entitlement Reserve is currently \$607,000 which represents 35% of total employee entitlements as at June 2016.

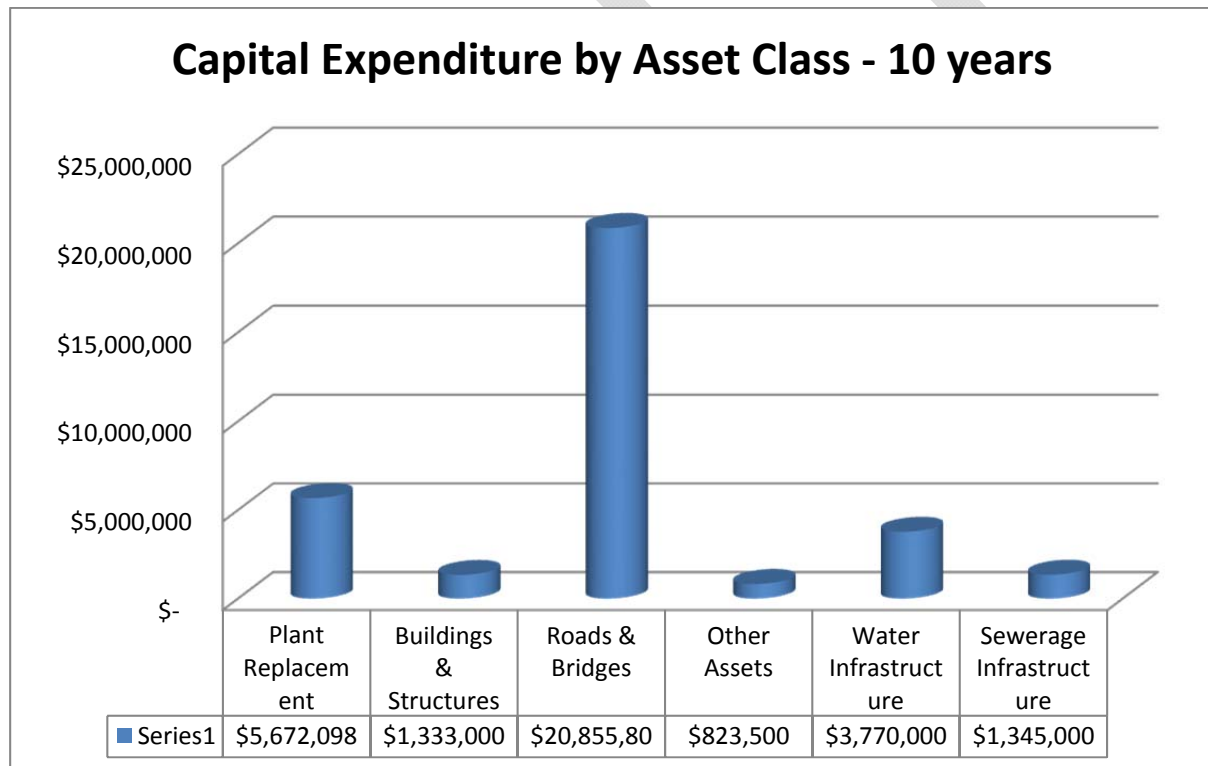
Plant Replacement Reserve balance is estimated to be \$409,768 at June 2017. The reserve is funded from plant depreciation and is used to purchase new plant, equipment and vehicles. The current depreciation rate is not considered adequate for the plant replacement schedule and will be extensively reviewed.

Infrastructure Replacement Reserve is currently \$854,425.

## Capital Works Program

Council seeks funding from State and Federal Governments to fund major projects and contributes funding from its own source revenue. This is necessary to maintain, upgrade or replace the infrastructure assets.

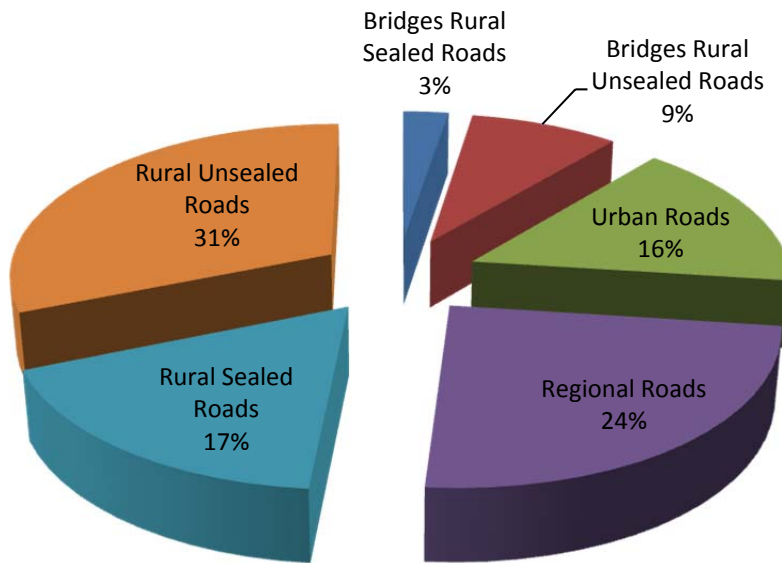
Council’s 10 year capital works program is represented in the following charts. The biggest outlay for assets renewal is Council’s network of roads and bridges.



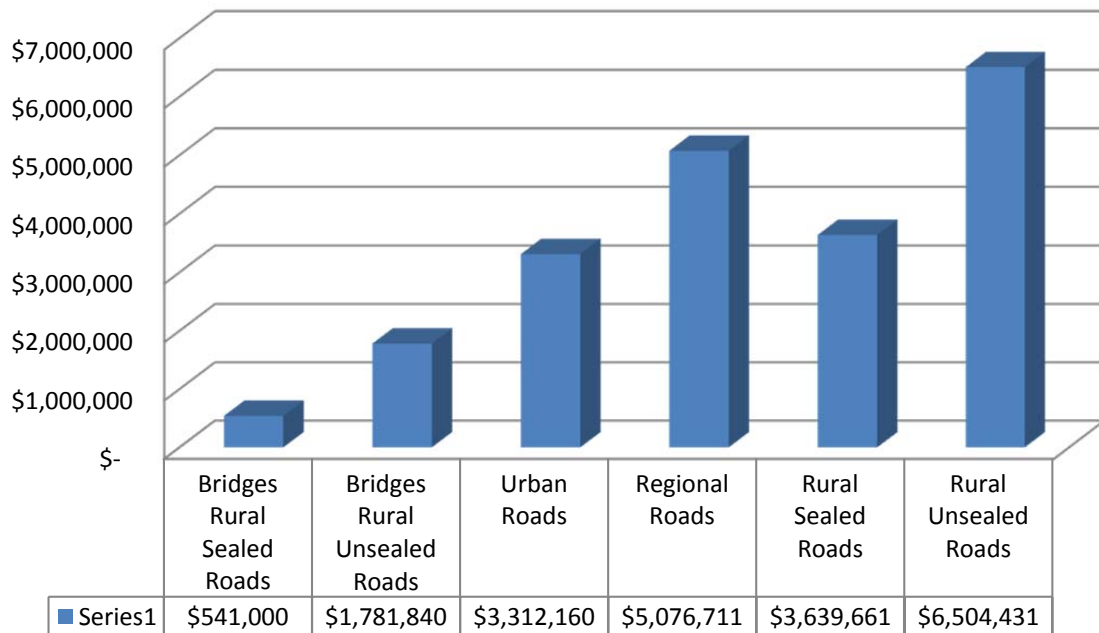
Of the \$20.8M to be spent in the next 10 years, 60% will be spent on rural roads and bridges, with just 16% spent on urban roads in the area’s towns and villages.

\$3.7M is expected to be spent on Water Infrastructure in the next 10 years, with provision to investigate options for increased water storage. Council will be seeking funding to assist with this project.

## Roads & Bridges Capital Expenditure - 10 years



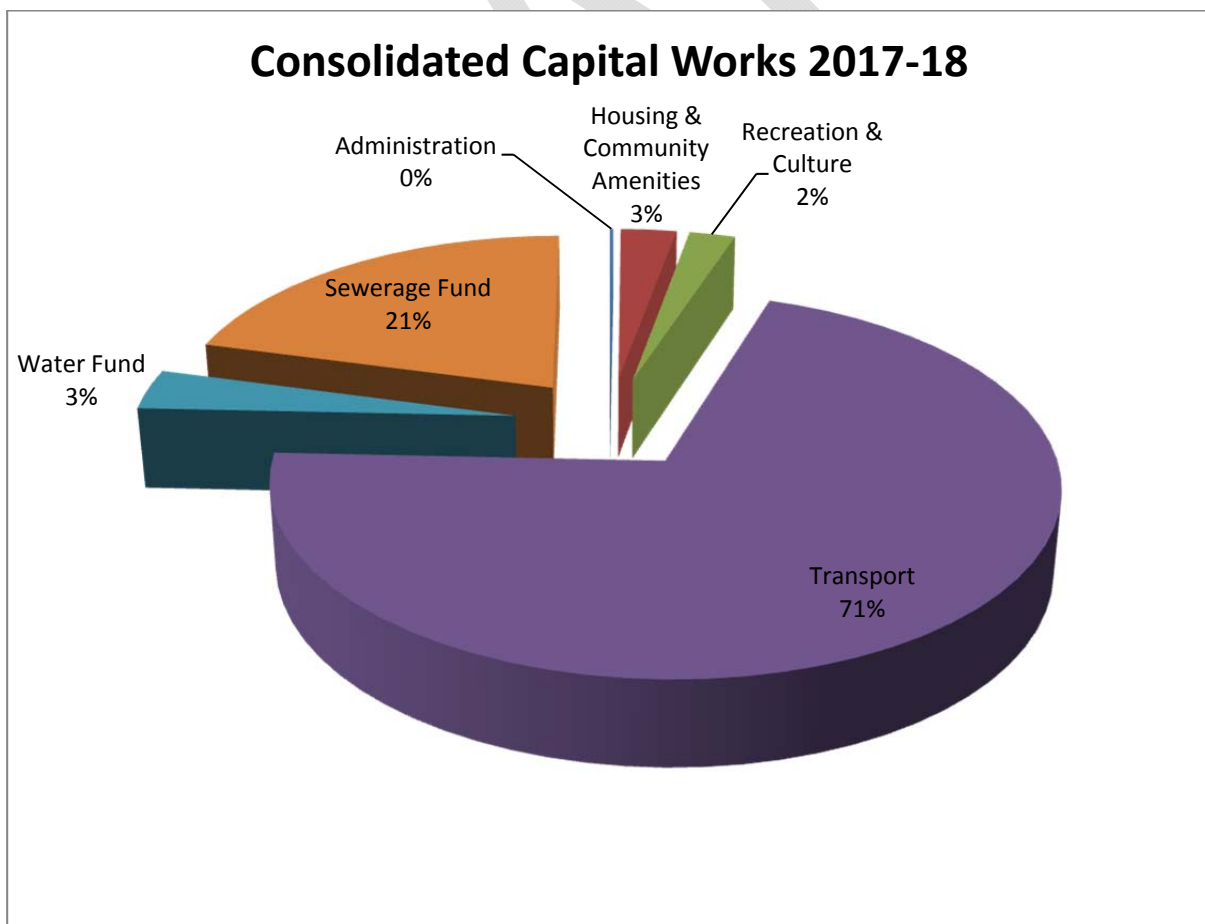
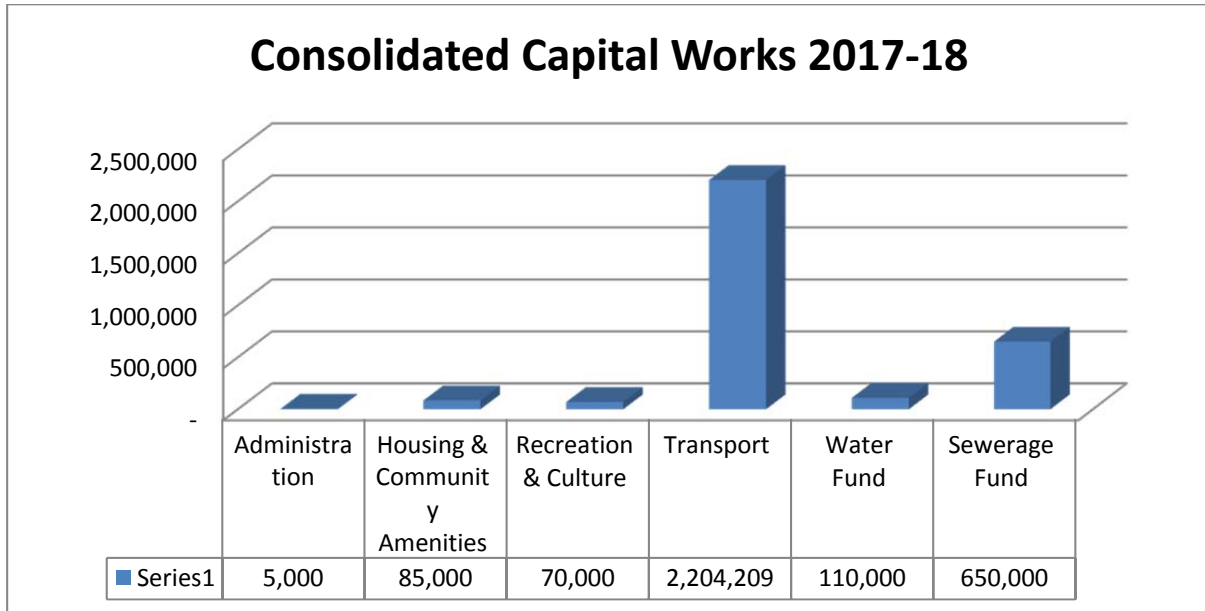
## Roads & Bridges Capital Expenditure - 10 years



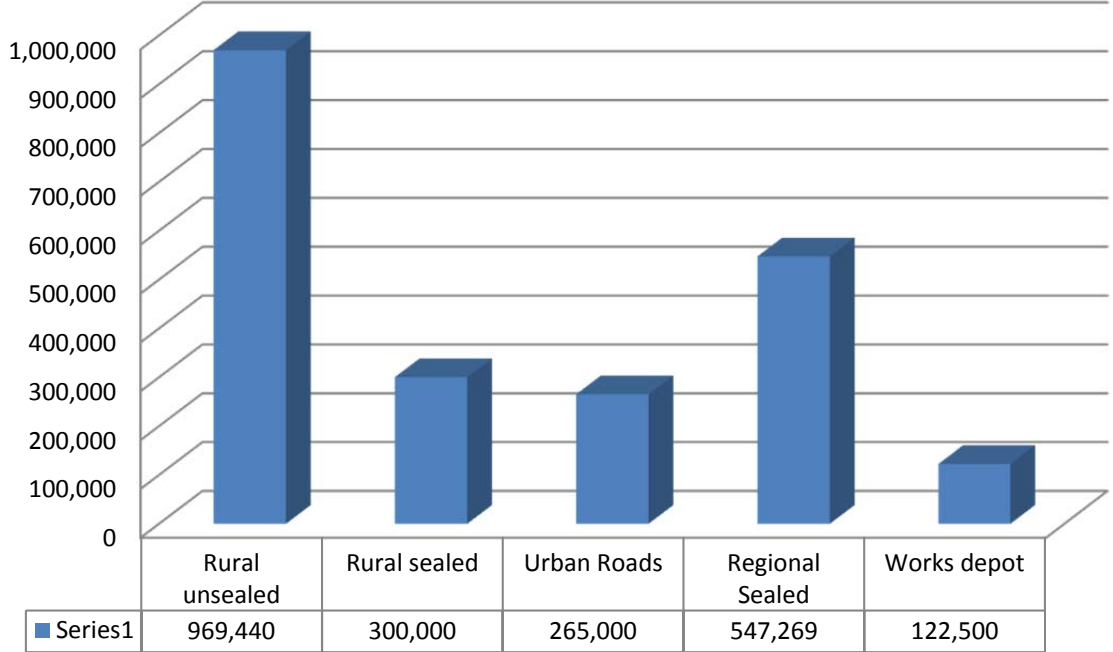
In the 2017-18 financial year the capital works program is \$3.1M. \$2.2M will be spent transport infrastructure with 60% of that allocated to rural roads and bridges.



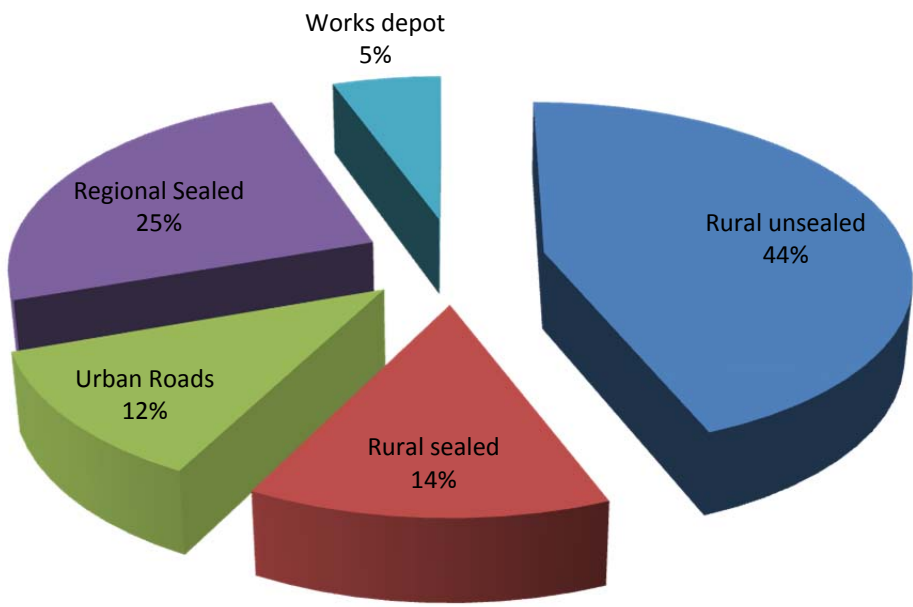
\$600,000 is allocated for the Sewer Treatment Plant upgrade. Work on that project started in 2016-18 and has a project budget of \$1.9M. Funding of \$900,000 from NSW State Government has been secured towards the total cost of the project.



### Transport Capital Works 2017-18



### Transport Capital Works 2017-18



# Attachment A – 10 Year Financial Forecast

19/07/2017

## Walcha Council Plan 2017/18 to 2026/27 Statement of Comprehensive Income by Type Consolidated Council Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	CURRENT YEAR										
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>												
Rates & Annual Charges	4,253,000	4,092,829	4,173,223	4,283,319	4,371,755	4,462,043	4,554,221	4,648,332	4,744,415	4,842,514	4,942,671	5,044,930
User Charges & Fee's	4,526,000	4,025,151	3,800,892	3,912,642	3,996,446	4,082,092	4,169,623	4,259,082	4,350,511	4,443,956	4,539,464	4,637,080
Interest Earnings	178,000	118,774	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854
Other Revenue	1,615,000	44,995	52,472	53,521	54,592	55,684	56,797	57,933	59,092	60,274	61,479	62,709
Operating Grants, Subsidies & Contributions	4,385,000	5,139,074	4,493,677	4,559,488	4,219,068	4,280,762	4,343,382	4,406,943	4,471,458	4,536,942	4,603,409	4,670,874
Capital Grants, Subsidies & Contributions	1,233,000	1,754,017	433,269	519,930	710,649	827,395	391,422	397,135	400,078	1,303,079	156,141	159,264
Net gains from disposal of assets	13,000	55,000	72,000	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>16,203,000</b>	<b>15,229,840</b>	<b>13,150,387</b>	<b>13,453,755</b>	<b>13,477,364</b>	<b>13,832,829</b>	<b>13,640,300</b>	<b>13,894,279</b>	<b>14,150,408</b>	<b>15,311,619</b>	<b>14,428,018</b>	<b>14,699,711</b>
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>												
Employee Costs	4,690,000	4,117,547	4,228,249	4,313,955	4,419,804	4,500,299	4,632,807	4,798,627	4,924,592	5,047,707	5,177,900	5,311,347
Materials & Contracts	4,704,000	4,373,414	4,249,163	4,294,146	4,375,029	4,432,530	4,547,180	4,688,124	4,791,886	4,887,724	4,990,479	5,094,288
Depreciation	2,296,000	2,606,668	2,359,320	2,493,522	2,519,148	2,545,095	2,571,367	2,597,968	2,624,903	2,652,177	2,679,795	2,707,762
Interest Expenses	57,000	33,062	34,811	30,035	25,102	19,917	14,410	8,806	3,755	1,563	991	391
Other Expenditure	1,065,000	999,071	1,114,866	1,102,163	1,123,207	1,125,671	1,168,184	1,213,548	1,239,819	1,287,411	1,315,159	1,341,215
<b>Total Expenditure</b>	<b>12,812,000</b>	<b>12,129,762</b>	<b>11,986,409</b>	<b>12,233,822</b>	<b>12,462,290</b>	<b>12,623,512</b>	<b>12,933,948</b>	<b>13,307,072</b>	<b>13,584,956</b>	<b>13,876,583</b>	<b>14,164,324</b>	<b>14,455,003</b>
<b>OPERATING RESULT</b>	<b>3,391,000</b>	<b>3,100,078</b>	<b>1,163,978</b>	<b>1,219,933</b>	<b>1,015,074</b>	<b>1,209,318</b>	<b>706,352</b>	<b>587,206</b>	<b>565,452</b>	<b>1,435,036</b>	<b>263,693</b>	<b>244,708</b>
<b>NET RESULT EXCLUDING CAPITAL GRANTS</b>	<b>2,158,000</b>	<b>1,346,061</b>	<b>730,709</b>	<b>700,003</b>	<b>304,425</b>	<b>381,923</b>	<b>314,930</b>	<b>190,071</b>	<b>165,374</b>	<b>131,957</b>	<b>107,552</b>	<b>85,444</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Statement of Comprehensive Income by Program**  
**Consolidated Council Base Case**

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	CURRENT YEAR										
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>												
EXCLUDING PROFIT ON ASSET DISPOSAL AND NON-OPERATING GRANTS, SUBSIDIES & CONTRIBUTIONS												
Governance & Administration	1,496,000	50,404	37,655	38,268	37,592	38,267	38,955	39,655	40,369	41,095	41,835	42,589
Public Order & Safety	20,000	1,300	1,305	1,326	1,303	1,326	1,350	1,374	1,399	1,424	1,450	1,476
Health	5,000	5,350	5,360	5,447	5,351	5,447	5,545	5,645	5,746	5,850	5,955	6,062
Environment	588,000	602,088	642,561	653,014	641,490	653,011	664,744	676,695	688,867	701,263	713,889	726,749
Community Services & Education	827,000	820,409	828,391	841,867	827,010	841,863	856,990	872,397	888,088	904,070	920,348	936,926
Housing & Community Amenities	71,000	57,128	58,103	59,048	58,006	59,048	60,109	61,190	62,290	63,411	64,553	65,716
Recreation & Culture	70,000	62,266	82,413	83,754	82,276	83,753	85,258	86,791	88,352	89,942	91,561	93,211
Mining, Manufacturing & Construction	10,000	8,976	9,110	9,258	9,095	9,258	9,425	9,594	9,767	9,942	10,121	10,304
Transport & Communication	5,175,000	5,056,592	3,861,446	3,924,262	3,855,010	3,924,243	3,994,756	4,066,573	4,139,718	4,214,215	4,290,091	4,367,371
Economic Affairs	340,000	250,270	254,172	258,307	253,748	258,306	262,947	267,674	272,489	277,392	282,387	287,474
General Purpose Revenues	5,280,000	5,359,513	5,508,722	5,598,335	5,499,540	5,598,308	5,698,902	5,801,355	5,905,703	6,011,981	6,120,225	6,230,473
Water Fund	635,000	691,173	897,682	941,333	966,294	992,004	1,018,485	1,045,761	1,073,855	1,102,791	1,132,596	1,163,295
Sewerage Fund	440,000	455,354	458,198	519,607	529,999	540,599	551,411	562,440	573,688	585,162	596,865	608,803
<b>Total Revenue</b>	<b>14,957,000</b>	<b>13,420,823</b>	<b>12,645,118</b>	<b>12,933,825</b>	<b>12,766,715</b>	<b>13,005,434</b>	<b>13,248,878</b>	<b>13,497,144</b>	<b>13,750,330</b>	<b>14,008,540</b>	<b>14,271,877</b>	<b>14,540,447</b>
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>												
EXCLUDING LOSS ON ASSET DISPOSAL AND FINANCE COSTS												
Governance & Administration	1,159,000	1,688,419	1,808,916	1,825,433	1,858,889	1,882,193	1,930,768	1,989,889	2,032,636	2,077,489	2,120,921	2,165,117
Public Order & Safety	140,000	133,563	169,514	171,062	174,197	176,381	180,933	186,473	190,479	194,682	198,752	202,894
Health	83,000	84,654	85,299	86,078	87,655	88,754	91,045	93,833	95,848	97,963	100,012	102,096
Environment	923,029	786,720	805,594	812,950	827,850	838,228	859,860	886,190	905,227	925,202	944,544	964,227
Community Services & Education	862,000	830,252	847,806	855,547	871,228	882,150	904,916	932,625	952,660	973,681	994,037	1,014,751
Housing & Community Amenities	255,000	309,739	337,521	340,603	346,845	351,194	360,257	371,288	379,264	387,633	395,737	403,984
Recreation & Culture	672,000	664,146	656,368	662,361	674,501	682,957	700,582	722,034	737,545	753,820	769,580	785,616
Mining, Manufacturing & Construction	115,000	24,440	24,883	25,110	25,570	25,891	26,559	27,372	27,960	28,577	29,175	29,783
Transport & Communication	6,843,294	6,035,296	5,531,616	5,582,125	5,684,434	5,755,695	5,904,237	6,085,026	6,215,746	6,352,904	6,485,720	6,620,869
Economic Affairs	478,000	394,201	390,090	393,652	400,867	405,892	416,367	429,116	438,335	448,007	457,373	466,904
Water Fund	852,000	690,829	861,425	937,502	964,735	984,545	1,004,777	1,025,426	1,046,509	1,066,329	1,088,250	1,108,904
Sewerage Fund	391,833	453,650	437,420	515,815	524,454	533,298	542,351	551,617	561,102	570,295	580,223	589,859
<b>Total Expenditure</b>	<b>12,774,156</b>	<b>12,095,909</b>	<b>11,956,452</b>	<b>12,208,238</b>	<b>12,441,226</b>	<b>12,607,177</b>	<b>12,922,653</b>	<b>13,300,888</b>	<b>13,583,312</b>	<b>13,876,583</b>	<b>14,164,324</b>	<b>14,455,003</b>
<b>Net Result from Operating Activities</b>	<b>2,182,844</b>	<b>1,324,914</b>	<b>688,666</b>	<b>725,587</b>	<b>325,489</b>	<b>398,258</b>	<b>326,225</b>	<b>196,255</b>	<b>167,018</b>	<b>131,957</b>	<b>107,552</b>	<b>85,444</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Statement of Comprehensive Income by Program**  
**Consolidated Council Base Case**

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	CURRENT YEAR										
<b>FINANCE COSTS</b>												
Environment	6,971	6,144	5,216	4,267	3,281	2,183	1,052	77	-	-	-	-
Transport & Communication	30,706	27,710	24,741	21,317	17,783	14,152	10,243	6,107	1,644	-	-	-
Sewerage Fund	167	-	-	-	-	-	-	-	-	-	-	-
Sub-total	37,844	33,854	29,957	25,584	21,064	16,335	11,295	6,184	1,644	-	-	-
<b>CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS</b>												
Transport (Roads & Bridges)	793,000	952,657	133,269	519,930	585,649	702,395	141,422	147,135	150,078	153,079	156,141	159,264
RMS Contributions (Regional Roads, Block Grants)	128,000	-	-	-	-	-	-	-	-	-	-	-
Public Art	-	-	-	-	-	-	-	-	-	1,150,000	-	-
Cemetery	-	-	-	-	-	-	-	-	-	-	-	-
Swimming Pool	-	-	-	-	-	-	-	-	-	-	-	-
Waste Management	136,000	151,360	-	-	-	-	-	-	-	-	-	-
Water Fund	176,000	-	-	-	125,000	125,000	250,000	250,000	250,000	-	-	-
Sewerage Fund	-	650,000	300,000	-	-	-	-	-	-	-	-	-
Sub-total	1,233,000	1,754,017	433,269	519,930	710,649	827,395	391,422	397,135	400,078	1,303,079	156,141	159,264
<b>PROFIT / (LOSS) ON DISPOSAL OF ASSETS</b>												
Governance & Administration	13,000	55,000	72,000	-	-	-	-	-	-	-	-	-
Sub-total	13,000	55,000	72,000	-	-	-	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>3,391,000</b>	<b>3,100,077</b>	<b>1,163,978</b>	<b>1,219,933</b>	<b>1,015,074</b>	<b>1,209,318</b>	<b>706,352</b>	<b>587,206</b>	<b>565,452</b>	<b>1,435,036</b>	<b>263,693</b>	<b>244,708</b>
<b>NET RESULT EXCLUDING CAPITAL GRANTS</b>	<b>2,158,000</b>	<b>1,346,060</b>	<b>730,709</b>	<b>700,003</b>	<b>304,425</b>	<b>381,923</b>	<b>314,930</b>	<b>190,071</b>	<b>165,374</b>	<b>131,957</b>	<b>107,552</b>	<b>85,444</b>
<b>OTHER COMPREHENSIVE INCOME</b>												
Changes in Valuation of non-current assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>3,391,000</b>	<b>3,100,077</b>	<b>1,163,978</b>	<b>1,219,933</b>	<b>1,015,074</b>	<b>1,209,318</b>	<b>706,352</b>	<b>587,206</b>	<b>565,452</b>	<b>1,435,036</b>	<b>263,693</b>	<b>244,708</b>

## Walcha Council Plan 2017/18 to 2026/27

## Statement of Cash Flows

## Consolidated Council Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	CURRENT YEAR										
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<b>RECEIPTS</b>												
Rates & Annual Charges	4,253,000	4,092,829	4,173,223	4,283,319	4,371,755	4,462,043	4,554,221	4,648,332	4,744,415	4,842,514	4,942,671	5,044,930
User Charges & Fees	4,526,000	4,025,151	3,800,892	3,912,642	3,996,446	4,082,092	4,169,623	4,259,082	4,350,511	4,443,956	4,539,464	4,637,080
Interest & Investment	178,000	118,774	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854
Other Revenue	2,377,000	44,995	52,472	53,521	54,592	55,684	56,797	57,933	59,092	60,274	61,479	62,709
Operating Grants, Subsidies & Contributions	4,385,000	5,139,074	4,493,677	4,559,488	4,219,068	4,280,762	4,343,382	4,406,943	4,471,458	4,536,942	4,603,409	4,670,874
<b>Sub-total</b>	<b>15,719,000</b>	<b>13,420,823</b>	<b>12,645,118</b>	<b>12,933,825</b>	<b>12,766,715</b>	<b>13,005,434</b>	<b>13,248,878</b>	<b>13,497,144</b>	<b>13,750,330</b>	<b>14,008,540</b>	<b>14,271,877</b>	<b>14,540,447</b>
<b>PAYMENTS</b>												
Employee Costs (Operating Only)	(4,690,000)	(4,117,547)	(4,228,249)	(4,313,955)	(4,419,804)	(4,500,299)	(4,632,807)	(4,798,627)	(4,924,592)	(5,047,707)	(5,177,900)	(5,311,347)
Materials & Contracts	(4,704,000)	(4,373,414)	(4,249,163)	(4,294,146)	(4,375,029)	(4,432,530)	(4,547,180)	(4,688,124)	(4,791,886)	(4,887,724)	(4,990,479)	(5,094,288)
Interest	(37,000)	(33,062)	(34,811)	(30,035)	(25,102)	(19,917)	(14,410)	(8,806)	(3,755)	(1,563)	(991)	(391)
Other Expenditure	(1,041,795)	(999,071)	(1,114,866)	(1,102,163)	(1,123,207)	(1,125,671)	(1,168,184)	(1,213,548)	(1,239,819)	(1,287,411)	(1,315,159)	(1,341,215)
<b>Sub-total</b>	<b>(10,472,795)</b>	<b>(9,523,094)</b>	<b>(9,627,089)</b>	<b>(9,740,300)</b>	<b>(9,943,142)</b>	<b>(10,078,417)</b>	<b>(10,362,581)</b>	<b>(10,709,105)</b>	<b>(10,960,053)</b>	<b>(11,224,406)</b>	<b>(11,484,529)</b>	<b>(11,747,241)</b>
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>5,246,205</b>	<b>3,897,729</b>	<b>3,018,029</b>	<b>3,193,525</b>	<b>2,823,573</b>	<b>2,927,018</b>	<b>2,886,297</b>	<b>2,788,039</b>	<b>2,790,278</b>	<b>2,784,134</b>	<b>2,787,348</b>	<b>2,793,206</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
Payments for Investment Securities	(2,458,000)	-	-	-	-	-	-	-	-	-	-	-
Payments for Purchase of Property, Plant & Equipment	(695,788)	(534,000)	(1,210,698)	(803,467)	(657,103)	(467,131)	(611,244)	(502,999)	(578,129)	(1,605,683)	(406,613)	(234,031)
Payments for Construction of Infrastructure	(2,377,212)	(5,847,704)	(3,033,709)	(3,110,114)	(2,982,361)	(3,271,573)	(2,830,558)	(2,744,389)	(2,769,232)	(2,575,011)	(2,564,563)	(2,388,393)
Grants / Contributions for the Development of Assets	1,233,000	1,754,017	433,269	519,930	710,649	827,395	391,422	397,135	400,078	1,303,079	156,141	159,264
Proceeds from Sales (excluding Land)	218,000	55,000	72,000	-	-	-	-	-	-	-	-	-
Book value of asset sold	-	105,124	271,538	604,256	341,593	221,923	305,333	188,468	279,000	202,256	206,000	118,000
Proceeds from Sale of Land	28,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(4,052,000)</b>	<b>(4,467,563)</b>	<b>(3,467,600)</b>	<b>(2,789,395)</b>	<b>(2,587,222)</b>	<b>(2,689,386)</b>	<b>(2,745,047)</b>	<b>(2,661,785)</b>	<b>(2,668,283)</b>	<b>(2,675,359)</b>	<b>(2,609,035)</b>	<b>(2,345,160)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
Repayment of Loans	(63,000)	(67,000)	(78,021)	(82,797)	(87,731)	(92,914)	(98,423)	(88,711)	(68,748)	(11,207)	(11,778)	(12,399)
Loan repayments received from Water Fund	-	-	7,916	8,319	8,732	9,187	9,656	10,147	10,659	11,207	11,778	12,399
Proceeds from Sale of Investment Securities	12,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>(51,000)</b>	<b>(67,000)</b>	<b>(70,105)</b>	<b>(74,478)</b>	<b>(78,999)</b>	<b>(83,727)</b>	<b>(88,767)</b>	<b>(78,564)</b>	<b>(58,089)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TRANSFERS TO / FROM RESERVES</b>												
Transfer from Reserves	-	442,500	756,198	194,211	255,510	205,208	300,911	304,531	289,129	243,427	190,613	106,031
Transfer to Reserves	-	(410,000)	(350,000)	(353,500)	(309,441)	(278,676)	(258,754)	(238,890)	(228,813)	(209,101)	(211,192)	(185,304)
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>-</b>	<b>32,500</b>	<b>406,198</b>	<b>(159,289)</b>	<b>(53,931)</b>	<b>(73,468)</b>	<b>42,157</b>	<b>65,641</b>	<b>60,316</b>	<b>34,326</b>	<b>(20,579)</b>	<b>(79,273)</b>
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>1,143,205</b>	<b>(604,334)</b>	<b>(113,478)</b>	<b>170,363</b>	<b>103,421</b>	<b>80,437</b>	<b>94,640</b>	<b>113,331</b>	<b>124,222</b>	<b>143,101</b>	<b>157,734</b>	<b>368,773</b>
Cash at Beginning of Year	7,252,000	8,395,205	7,790,871	7,677,393	7,847,756	7,951,177	8,031,614	8,126,254	8,239,585	8,363,807	8,506,908	8,664,642
<b>Cash at the End of Year</b>	<b>8,395,205</b>	<b>7,790,871</b>	<b>7,677,393</b>	<b>7,847,756</b>	<b>7,951,177</b>	<b>8,031,614</b>	<b>8,126,254</b>	<b>8,239,585</b>	<b>8,363,807</b>	<b>8,506,908</b>	<b>8,664,642</b>	<b>9,033,414</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Statement of Financial Position**  
**Consolidated Council Base Case**

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	CURRENT YEAR										
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	4,955,000	6,808,666	6,695,188	6,865,551	6,968,972	7,049,409	7,144,049	7,257,380	7,381,602	7,524,703	7,682,437	8,051,209
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,991,000	1,941,000	1,841,000	1,827,856	1,827,856	1,827,856	1,790,043	1,710,043	1,710,043	1,680,043	1,680,043	1,680,043
Inventories	526,000	505,633	455,633	455,633	455,633	455,633	405,633	385,633	385,633	380,100	380,100	380,100
Inventories - Land Held for Resale	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>7,472,000</b>	<b>9,255,299</b>	<b>8,991,821</b>	<b>9,149,040</b>	<b>9,252,461</b>	<b>9,332,898</b>	<b>9,339,725</b>	<b>9,353,056</b>	<b>9,477,278</b>	<b>9,584,846</b>	<b>9,742,580</b>	<b>10,111,352</b>
<b>NON-CURRENT ASSETS</b>												
Investments	2,458,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Property, Plant and Equipment	12,433,005	12,706,622	13,192,809	13,119,745	13,078,965	12,873,827	12,752,795	12,552,746	12,333,117	13,248,565	12,921,937	12,506,421
Infrastructure	407,082,904	410,597,823	411,561,070	412,614,051	413,433,556	414,610,380	415,296,513	415,957,514	416,620,601	417,031,413	417,443,422	417,655,600
<b>Total Non-Current Assets</b>	<b>421,973,909</b>	<b>423,304,445</b>	<b>424,753,880</b>	<b>425,733,797</b>	<b>426,512,521</b>	<b>427,484,207</b>	<b>428,049,308</b>	<b>428,510,260</b>	<b>428,953,718</b>	<b>430,279,978</b>	<b>430,365,359</b>	<b>430,162,021</b>
	1,091											
<b>TOTAL ASSETS</b>	<b>429,445,909</b>	<b>432,559,744</b>	<b>433,745,701</b>	<b>434,882,837</b>	<b>435,764,982</b>	<b>436,817,104</b>	<b>437,389,033</b>	<b>437,863,316</b>	<b>438,430,995</b>	<b>439,864,824</b>	<b>440,107,938</b>	<b>440,273,374</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	508,000	508,000	508,000	508,000	462,801	442,801	436,801	436,801	447,776	457,776	457,776	450,902
Current Portion of Long Term Borrowings	66,243	78,021	82,797	87,731	92,914	98,423	88,711	68,748	11,207	11,778	12,399	-
Provisions	1,623,000	1,623,000	1,673,000	1,673,000	1,673,000	1,653,000	1,638,000	1,613,788	1,643,788	1,653,788	1,644,987	1,614,987
<b>Total Current Liabilities</b>	<b>2,197,243</b>	<b>2,209,021</b>	<b>2,263,797</b>	<b>2,268,731</b>	<b>2,228,715</b>	<b>2,194,224</b>	<b>2,163,512</b>	<b>2,119,337</b>	<b>2,102,771</b>	<b>2,123,342</b>	<b>2,115,162</b>	<b>2,065,889</b>
<b>NON-CURRENT LIABILITIES</b>												
Payables	8,000	-	-	-	-	-	-	-	-	-	-	-
Long Term Borrowings	532,729	554,708	471,911	384,180	291,266	192,843	104,132	35,384	24,177	12,399	-	-
Provisions	1,081,000	1,081,000	1,131,000	1,131,000	1,131,000	1,106,719	1,091,719	1,091,719	1,121,719	1,111,719	1,111,719	1,081,719
<b>Total Non-Current Liabilities</b>	<b>1,621,729</b>	<b>1,635,708</b>	<b>1,602,911</b>	<b>1,515,180</b>	<b>1,422,266</b>	<b>1,299,562</b>	<b>1,195,851</b>	<b>1,127,103</b>	<b>1,145,896</b>	<b>1,124,118</b>	<b>1,111,719</b>	<b>1,081,719</b>
<b>TOTAL LIABILITIES</b>	<b>3,818,972</b>	<b>3,844,729</b>	<b>3,866,708</b>	<b>3,783,911</b>	<b>3,650,981</b>	<b>3,493,786</b>	<b>3,359,363</b>	<b>3,246,440</b>	<b>3,248,667</b>	<b>3,247,460</b>	<b>3,226,881</b>	<b>3,147,608</b>
<b>NET ASSETS</b>	<b>425,626,937</b>	<b>428,715,015</b>	<b>429,878,993</b>	<b>431,098,926</b>	<b>432,114,001</b>	<b>433,323,318</b>	<b>434,029,670</b>	<b>434,616,876</b>	<b>435,182,328</b>	<b>436,617,364</b>	<b>436,881,057</b>	<b>437,125,766</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Statement of Comprehensive Income by Type**

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>												
Rates & Annual Charges	3,714,000	3,493,181	3,553,003	3,606,298	3,678,424	3,751,992	3,827,032	3,903,573	3,981,644	4,061,277	4,142,503	4,225,353
User Charges & Fee's	4,053,000	3,500,022	3,183,667	3,247,340	3,312,287	3,378,533	3,446,104	3,515,026	3,585,326	3,657,033	3,730,173	3,804,777
Interest Earnings	134,000	115,000	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854
Other Revenue	1,615,000	44,995	52,472	53,521	54,592	55,684	56,797	57,933	59,092	60,274	61,479	62,709
Operating Grants, Subsidies & Contributions	4,366,000	5,121,098	4,375,242	4,440,871	4,100,264	4,161,768	4,224,194	4,287,557	4,351,870	4,417,148	4,483,406	4,550,657
Capital Grants, Subsidies & Contributions	1,057,000	1,104,017	133,269	519,930	585,649	702,395	141,422	147,135	150,078	1,303,079	156,141	159,264
Net gains from disposal of assets	13,000	55,000	72,000	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>14,952,000</b>	<b>13,433,313</b>	<b>11,494,507</b>	<b>11,992,814</b>	<b>11,856,070</b>	<b>12,175,226</b>	<b>11,820,403</b>	<b>12,036,078</b>	<b>12,252,865</b>	<b>13,623,665</b>	<b>12,698,556</b>	<b>12,927,613</b>
	13,895,000	12,329,296	11,361,238	11,472,884	11,270,421	11,472,831	11,678,981	11,888,943	12,102,787	12,320,586	12,542,415	12,768,349
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>												
Employee Costs	4,242,000	3,663,847	3,781,034	3,855,560	3,941,949	4,010,498	4,130,760	4,284,029	4,397,130	4,507,058	4,623,734	4,743,328
Materials & Contracts	4,291,000	4,079,641	3,817,226	3,873,571	3,946,042	3,994,963	4,100,862	4,232,879	4,327,537	4,414,088	4,507,369	4,601,517
Depreciation	2,016,000	2,322,087	2,061,940	2,023,436	2,042,643	2,062,043	2,081,636	2,101,425	2,121,412	2,141,599	2,161,988	2,182,581
Interest Expenses	57,000	33,062	29,957	25,584	21,064	16,335	11,295	6,184	1,644	-	-	-
Other Expenditure	962,000	886,647	997,407	1,002,355	1,021,402	1,021,830	1,062,267	1,105,512	1,129,622	1,177,215	1,202,759	1,228,814
<b>Total Expenditure</b>	<b>11,568,000</b>	<b>10,985,284</b>	<b>10,687,564</b>	<b>10,780,505</b>	<b>10,973,100</b>	<b>11,105,668</b>	<b>11,386,820</b>	<b>11,730,030</b>	<b>11,977,345</b>	<b>12,239,960</b>	<b>12,495,851</b>	<b>12,756,240</b>
<b>OPERATING RESULT</b>	<b>3,384,000</b>	<b>2,448,029</b>	<b>806,943</b>	<b>1,212,309</b>	<b>882,969</b>	<b>1,069,558</b>	<b>433,584</b>	<b>306,048</b>	<b>275,520</b>	<b>1,383,705</b>	<b>202,705</b>	<b>171,373</b>
<b>NET RESULT EXCLUDING CAPITAL GRANTS</b>	<b>2,327,000</b>	<b>1,344,012</b>	<b>673,674</b>	<b>692,379</b>	<b>297,320</b>	<b>367,163</b>	<b>292,162</b>	<b>158,913</b>	<b>125,442</b>	<b>80,626</b>	<b>46,564</b>	<b>12,109</b>



# Walcha Council Plan 2017/18 to 2026/27

## Statement of Comprehensive Income by Program

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	0	CURRENT YEAR	0	0	0	0	0	0	0	0
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>											
EXCLUDING PROFIT ON ASSET DISPOSAL AND NON-OPERATING GRANTS, SUBSIDIES & CONTRIBUTIONS											
<b>Governance &amp; Administration</b>	1,496,000	50,404	37,655	38,268	37,592	38,267	38,955	39,655	40,369	41,095	41,835
<b>Public Order &amp; Safety</b>	20,000	1,300	1,305	1,326	1,303	1,326	1,350	1,374	1,399	1,424	1,450
<b>Health</b>	5,000	5,350	5,360	5,447	5,351	5,447	5,545	5,645	5,746	5,850	5,955
<b>Environment</b>	588,000	602,088	642,561	653,014	641,490	653,011	664,744	676,695	688,867	701,263	713,889
<b>Community Services &amp; Education</b>	827,000	820,409	828,391	841,867	827,010	841,863	856,990	872,397	888,088	904,070	920,348
<b>Housing &amp; Community Amenities</b>	71,000	57,128	58,103	59,048	58,006	59,048	60,109	61,190	62,290	63,411	64,553
<b>Recreation &amp; Culture</b>	70,000	62,266	82,413	83,754	82,276	83,753	85,258	86,791	88,352	89,942	91,561
<b>Mining, Manufacturing &amp; Construction</b>	10,000	8,976	9,110	9,258	9,095	9,258	9,425	9,594	9,767	9,942	10,121
<b>Transport &amp; Communication</b>	5,175,000	5,056,592	3,861,446	3,924,262	3,855,010	3,924,243	3,994,756	4,066,573	4,139,718	4,214,215	4,290,091
<b>Economic Affairs</b>	340,000	250,270	254,172	258,307	253,748	258,306	262,947	267,674	272,489	277,392	282,387
<b>General Purpose Revenues</b>	5,280,000	5,359,513	5,508,722	5,598,335	5,499,540	5,598,308	5,698,902	5,801,355	5,905,703	6,011,981	6,120,225
<b>Total Revenue</b>	<b>13,882,000</b>	<b>12,274,296</b>	<b>11,289,238</b>	<b>11,472,884</b>	<b>11,270,421</b>	<b>11,472,831</b>	<b>11,678,981</b>	<b>11,888,943</b>	<b>12,102,787</b>	<b>12,320,586</b>	<b>12,542,415</b>
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>											
EXCLUDING LOSS ON ASSET DISPOSAL AND FINANCE COSTS											
<b>Governance &amp; Administration</b>	1,159,000	1,688,419	1,808,916	1,825,433	1,858,889	1,882,193	1,930,768	1,989,889	2,032,636	2,077,489	2,120,921
<b>Public Order &amp; Safety</b>	140,000	133,563	169,514	171,062	174,197	176,381	180,933	186,473	190,479	194,682	198,752
<b>Health</b>	83,000	84,654	85,299	86,078	87,655	88,754	91,045	93,833	95,848	97,963	100,012
<b>Environment</b>	923,029	786,720	805,594	812,950	827,850	838,228	859,860	886,190	905,227	925,202	944,544
<b>Community Services &amp; Education</b>	862,000	830,252	847,806	855,547	871,228	882,150	904,916	932,625	952,660	973,681	994,037
<b>Housing &amp; Community Amenities</b>	255,000	309,739	337,521	340,603	346,845	351,194	360,257	371,288	379,264	387,633	395,737
<b>Recreation &amp; Culture</b>	672,000	664,146	656,368	662,361	674,501	682,957	700,582	722,034	737,545	753,820	769,580
<b>Mining, Manufacturing &amp; Construction</b>	115,000	24,440	24,883	25,110	25,570	25,891	26,559	27,372	27,960	28,577	29,175
<b>Transport &amp; Communication</b>	6,843,294	6,035,296	5,531,616	5,582,125	5,684,434	5,755,695	5,904,237	6,085,026	6,215,746	6,352,904	6,485,720
<b>Economic Affairs</b>	478,000	394,201	390,090	393,652	400,867	405,892	416,367	429,116	438,335	448,007	457,373
<b>Total Expenditure</b>	<b>11,530,323</b>	<b>10,951,430</b>	<b>10,657,607</b>	<b>10,754,921</b>	<b>10,952,036</b>	<b>11,089,333</b>	<b>11,375,525</b>	<b>11,723,846</b>	<b>11,975,701</b>	<b>12,239,960</b>	<b>12,495,851</b>
			(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
<b>Net Result from Operating Activities</b>	<b>2,351,677</b>	<b>1,322,866</b>	<b>631,631</b>	<b>717,963</b>	<b>318,385</b>	<b>383,498</b>	<b>303,457</b>	<b>165,097</b>	<b>127,086</b>	<b>80,626</b>	<b>46,564</b>

## Walcha Council Plan 2017/18 to 2026/27 Statement of Comprehensive Income by Program

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL		CURRENT YEAR								
<b>FINANCE COSTS</b>											
Environment	6,971	6,144	5,216	4,267	3,281	2,183	1,052	77	-	-	-
Transport & Communication	30,706	27,710	24,741	21,317	17,783	14,152	10,243	6,107	1,644	-	-
<b>Sub-total</b>	<b>37,677</b>	<b>33,854</b>	<b>29,957</b>	<b>25,584</b>	<b>21,064</b>	<b>16,335</b>	<b>11,295</b>	<b>6,184</b>	<b>1,644</b>	-	-
<b>CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS</b>											
Transport (Roads & Bridges)	793,000	952,657	133,269	519,930	585,649	702,395	141,422	147,135	150,078	153,079	156,141
RMS Contributions (Regional Roads, Block Grant)	128,000										
Community Building				-	-	-	-	-	-	1,150,000	-
Cemetery											
Swimming Pool											
Waste Management	136,000	151,360									
<b>Sub-total</b>	<b>1,057,000</b>	<b>1,104,017</b>	<b>133,269</b>	<b>519,930</b>	<b>585,649</b>	<b>702,395</b>	<b>141,422</b>	<b>147,135</b>	<b>150,078</b>	<b>1,303,079</b>	<b>156,141</b>
<b>PROFIT / (LOSS) ON DISPOSAL OF ASSETS</b>											
Governance & Administration	13,000	55,000	72,000	-	-	-	-	-	-	-	-
<b>Sub-total</b>	<b>13,000</b>	<b>55,000</b>	<b>72,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET RESULT</b>	<b>3,384,000</b>	<b>2,448,029</b>	<b>806,943</b>	<b>1,212,309</b>	<b>882,970</b>	<b>1,069,558</b>	<b>433,584</b>	<b>306,048</b>	<b>275,520</b>	<b>1,383,705</b>	<b>202,705</b>

# Walcha Council Plan 2017/18 to 2026/27

## Statement of Cash Flows

### General Fund Base Case

	2015-2016 ACTUAL	2016-2017 0	2017-2018 CURRENT YEAR	2018-2019 0	2019-2020 0	2020-2021 0	2021-2022 0	2022-2023 0	2023-2024 0	2024-2025 0	2025-2026 0	2026-2027 0
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<b>RECEIPTS</b>												
Rates & Annual Charges	3,714,000	3,493,181	3,553,003	3,606,298	3,678,424	3,751,992	3,827,032	3,903,573	3,981,644	4,061,277	4,142,503	4,225,353
User Charges & Fees	4,053,000	3,500,022	3,183,667	3,247,340	3,312,287	3,378,533	3,446,104	3,515,026	3,585,326	3,657,033	3,730,173	3,804,777
Interest & Investment	134,000	115,000	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854	124,854
Other Revenue	1,615,000	44,995	52,472	53,521	54,592	55,684	56,797	57,933	59,092	60,274	61,479	62,709
Operating Grants, Subsidies & Contributions	4,366,000	5,121,098	4,375,242	4,440,871	4,100,264	4,161,768	4,224,194	4,287,557	4,351,870	4,417,148	4,483,406	4,550,657
<b>Sub-total</b>	<b>13,882,000</b>	<b>12,274,296</b>	<b>11,289,238</b>	<b>11,472,884</b>	<b>11,270,421</b>	<b>11,472,831</b>	<b>11,678,981</b>	<b>11,888,943</b>	<b>12,102,787</b>	<b>12,320,586</b>	<b>12,542,415</b>	<b>12,768,349</b>
<b>PAYMENTS</b>												
Employee Costs	(4,242,000)	(3,663,847)	(3,781,034)	(3,855,560)	(3,941,949)	(4,010,498)	(4,130,760)	(4,284,029)	(4,397,130)	(4,507,058)	(4,623,734)	(4,743,328)
Materials & Contracts	(4,291,000)	(4,079,641)	(3,817,226)	(3,873,571)	(3,946,042)	(3,994,963)	(4,100,862)	(4,232,879)	(4,327,537)	(4,414,088)	(4,507,369)	(4,601,517)
Interest	(37,000)	(33,062)	(29,957)	(25,584)	(21,064)	(16,335)	(11,295)	(6,184)	(1,644)	-	-	-
Other Expenditure	(962,000)	(886,647)	(997,407)	(1,002,355)	(1,021,402)	(1,021,830)	(1,062,267)	(1,105,512)	(1,129,622)	(1,177,215)	(1,202,759)	(1,228,814)
<b>Sub-total</b>	<b>(9,532,000)</b>	<b>(8,663,197)</b>	<b>(8,625,624)</b>	<b>(8,757,069)</b>	<b>(8,930,457)</b>	<b>(9,043,626)</b>	<b>(9,305,184)</b>	<b>(9,628,604)</b>	<b>(9,855,933)</b>	<b>(10,098,360)</b>	<b>(10,333,863)</b>	<b>(10,573,659)</b>
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>4,350,000</b>	<b>3,611,099</b>	<b>2,663,614</b>	<b>2,715,815</b>	<b>2,339,964</b>	<b>2,429,205</b>	<b>2,373,798</b>	<b>2,260,339</b>	<b>2,246,854</b>	<b>2,222,226</b>	<b>2,208,552</b>	<b>2,194,691</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
Payments for Investment Securities	(2,458,000)	-	-	-	-	-	-	-	-	-	-	-
Payments for Purchase of Property, Plant & Equipment	(695,788)	(534,000)	(1,210,698)	(803,467)	(657,103)	(467,131)	(611,244)	(502,999)	(578,129)	(1,605,683)	(406,613)	(234,031)
Payments for Construction of Infrastructure	(464,804)	(4,307,704)	(2,273,709)	(2,810,114)	(2,482,361)	(2,736,573)	(2,170,558)	(2,084,389)	(2,109,232)	(2,165,011)	(2,154,563)	(2,168,393)
Grants / Contributions for the Development of Assets	1,057,000	1,104,017	133,269	519,930	585,649	702,395	141,422	147,135	150,078	1,303,079	156,141	159,264
Net Gains from Sale of Assets	218,000	55,000	72,000	-	-	-	-	-	-	-	-	-
Book Value of Assets Sold	-	105,124	271,538	604,256	341,593	221,923	305,333	188,468	279,000	202,256	206,000	118,000
Proceeds from Sale of Land	28,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(2,315,592)</b>	<b>(3,577,563)</b>	<b>(3,007,600)</b>	<b>(2,489,395)</b>	<b>(2,212,222)</b>	<b>(2,279,386)</b>	<b>(2,335,047)</b>	<b>(2,251,785)</b>	<b>(2,258,283)</b>	<b>(2,265,359)</b>	<b>(2,199,035)</b>	<b>(2,125,160)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
Repayment of Loans	(62,408)	(67,000)	(70,105)	(74,478)	(78,999)	(83,727)	(88,767)	(78,564)	(58,089)	-	-	-
Loan repayments (Water Fund )	-	-	7,916	8,319	8,732	9,187	9,656	10,147	10,659	11,207	11,778	12,399
Internal Loan (Water Fund)	12,000	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Investment Securities	12,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>(38,408)</b>	<b>(67,000)</b>	<b>(62,189)</b>	<b>(66,159)</b>	<b>(70,267)</b>	<b>(74,540)</b>	<b>(79,111)</b>	<b>(68,417)</b>	<b>(47,430)</b>	<b>11,207</b>	<b>11,778</b>	<b>12,399</b>
<b>TRANSFERS TO / FROM RESERVES</b>												
Transfer from Reserves	-	442,500	756,198	194,211	255,510	205,208	300,911	304,531	289,129	243,427	190,613	106,031
Transfer to Reserves	-	(410,000)	(350,000)	(353,500)	(309,441)	(278,676)	(258,754)	(238,890)	(228,813)	(209,101)	(211,192)	(185,304)
<b>Net Cash to (from) Reserves</b>	<b>-</b>	<b>32,500</b>	<b>406,198</b>	<b>(159,289)</b>	<b>(53,931)</b>	<b>(73,468)</b>	<b>42,157</b>	<b>65,641</b>	<b>60,316</b>	<b>34,326</b>	<b>(20,579)</b>	<b>(79,273)</b>
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>1,996,000</b>	<b>(964)</b>	<b>23</b>	<b>972</b>	<b>3,544</b>	<b>1,811</b>	<b>1,797</b>	<b>5,778</b>	<b>1,457</b>	<b>2,400</b>	<b>716</b>	<b>2,657</b>
Cash at Beginning of Year	3,920,000	5,916,000	5,915,036	5,915,059	5,916,031	5,919,575	5,921,386	5,923,182	5,928,960	5,930,417	5,932,817	5,933,533

## Walcha Council Plan 2017/18 to 2026/27

### Statement of Cash Flows

#### General Fund Base Case

	2015-2016 ACTUAL	2016-2017 0	2017-2018 CURRENT YEAR	2018-2019 0	2019-2020 0	2020-2021 0	2021-2022 0	2022-2023 0	2023-2024 0	2024-2025 0	2025-2026 0	2026-2027 0
<b>Cash at the End of Year</b>	<b>5,916,000</b>	<b>5,915,036</b>	<b>5,915,059</b>	<b>5,916,031</b>	<b>5,919,575</b>	<b>5,921,386</b>	<b>5,923,182</b>	<b>5,928,960</b>	<b>5,930,417</b>	<b>5,932,817</b>	<b>5,933,533</b>	<b>5,936,190</b>
<b>Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>5,916,000</b>	<b>5,915,036</b>	<b>5,915,059</b>	<b>5,916,031</b>	<b>5,919,575</b>	<b>5,921,386</b>	<b>5,923,182</b>	<b>5,928,960</b>	<b>5,930,417</b>	<b>5,932,817</b>	<b>5,933,533</b>	<b>5,936,190</b>
Representing:												
- External Restrictions	322,872	93,731	93,731	93,731	93,731	93,731	93,731	93,731	93,731	93,731	93,731	93,731
- Internal Restrictions	2,316,184	2,463,496	2,057,298	2,216,587	2,270,518	2,343,986	2,301,829	2,236,188	2,175,872	2,141,546	2,162,125	2,241,398
- Unrestricted	3,276,944	3,357,809	3,764,030	3,605,713	3,555,326	3,483,669	3,527,622	3,599,041	3,660,814	3,697,540	3,677,677	3,601,061
	<b>5,916,000</b>	<b>5,915,036</b>	<b>5,915,059</b>	<b>5,916,031</b>	<b>5,919,575</b>	<b>5,921,386</b>	<b>5,923,182</b>	<b>5,928,960</b>	<b>5,930,417</b>	<b>5,932,817</b>	<b>5,933,533</b>	<b>5,936,190</b>

## Walcha Council Plan 2017/18 to 2026/27

### Statement of Financial Position

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	3,458,000	5,915,036	5,915,059	5,916,031	5,919,575	5,921,386	5,923,182	5,928,960	5,930,417	5,932,817	5,933,533	5,936,190
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,943,000	1,893,000	1,793,000	1,779,856	1,779,856	1,779,856	1,742,043	1,662,043	1,662,043	1,632,043	1,632,043	1,632,043
Inventories	526,000	505,633	455,633	455,633	455,633	455,633	405,633	385,633	385,633	380,100	380,100	380,100
<b>Total Current Assets</b>	<b>5,927,000</b>	<b>8,313,669</b>	<b>8,163,692</b>	<b>8,151,520</b>	<b>8,155,064</b>	<b>8,156,875</b>	<b>8,070,858</b>	<b>7,976,636</b>	<b>7,978,093</b>	<b>7,944,960</b>	<b>7,945,676</b>	<b>7,948,333</b>
<b>NON-CURRENT ASSETS</b>												
Investments	2,458,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Property, Plant and Equipment	11,949,959	12,226,455	12,715,444	12,646,391	12,609,621	12,408,494	12,291,473	12,095,435	11,879,817	12,799,276	12,476,659	12,065,154
Infrastructure	386,992,680	389,149,301	389,647,127	390,866,183	391,658,181	392,779,047	393,290,900	393,784,433	394,287,000	394,794,379	395,310,184	395,823,531
<b>Total Non-Current Assets</b>	<b>401,400,639</b>	<b>401,375,756</b>	<b>402,362,571</b>	<b>403,512,574</b>	<b>404,267,802</b>	<b>405,187,540</b>	<b>405,582,373</b>	<b>405,879,868</b>	<b>406,166,817</b>	<b>407,593,655</b>	<b>407,786,843</b>	<b>407,888,685</b>
<b>TOTAL ASSETS</b>	<b>407,327,639</b>	<b>409,689,425</b>	<b>410,526,263</b>	<b>411,664,094</b>	<b>412,422,865</b>	<b>413,344,415</b>	<b>413,653,232</b>	<b>413,856,504</b>	<b>414,144,909</b>	<b>415,538,615</b>	<b>415,732,519</b>	<b>415,837,018</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	508,000	508,000	508,000	508,000	462,801	442,801	436,801	436,801	447,776	457,776	457,776	450,902
Current Portion of Long Term Borrowings	66,243	70,105	74,478	78,999	83,727	88,767	78,564	58,089	-	-	-	-
Provisions	1,623,000	1,623,000	1,673,000	1,673,000	1,673,000	1,653,000	1,638,000	1,613,788	1,643,788	1,653,788	1,644,987	1,614,987
<b>Total Current Liabilities</b>	<b>2,197,243</b>	<b>2,201,105</b>	<b>2,255,478</b>	<b>2,259,999</b>	<b>2,219,528</b>	<b>2,184,568</b>	<b>2,153,365</b>	<b>2,108,678</b>	<b>2,091,564</b>	<b>2,111,564</b>	<b>2,102,763</b>	<b>2,065,889</b>
<b>NON-CURRENT LIABILITIES</b>												
Payables	8,000	-	-	-	-	-	-	-	-	-	-	-
Long Term Borrowings	532,729	462,624	388,146	309,147	225,420	136,653	58,089	-	-	-	-	-
Provisions	1,081,000	1,081,000	1,131,000	1,131,000	1,131,000	1,106,719	1,091,719	1,091,719	1,121,719	1,111,719	1,111,719	1,081,719
<b>Total Non-Current Liabilities</b>	<b>1,621,729</b>	<b>1,543,624</b>	<b>1,519,146</b>	<b>1,440,147</b>	<b>1,356,420</b>	<b>1,243,372</b>	<b>1,149,808</b>	<b>1,091,719</b>	<b>1,121,719</b>	<b>1,111,719</b>	<b>1,111,719</b>	<b>1,081,719</b>
<b>TOTAL LIABILITIES</b>	<b>3,818,972</b>	<b>3,744,729</b>	<b>3,774,624</b>	<b>3,700,146</b>	<b>3,575,948</b>	<b>3,427,940</b>	<b>3,303,173</b>	<b>3,200,397</b>	<b>3,213,283</b>	<b>3,223,283</b>	<b>3,214,482</b>	<b>3,147,608</b>
<b>NET ASSETS</b>	<b>403,508,667</b>	<b>405,944,696</b>	<b>406,751,639</b>	<b>407,963,948</b>	<b>408,846,917</b>	<b>409,916,475</b>	<b>410,350,059</b>	<b>410,656,107</b>	<b>410,931,626</b>	<b>412,315,332</b>	<b>412,518,037</b>	<b>412,689,410</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Statement of Changes in Equity**

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	0	CURRENT YEAR	0	0	0	0	0	0	0	0	0
<b>EQUITY</b>												
<b>RETAINED SURPLUS</b>												
Balance 1 July	128,222,620	131,607,667	134,055,696	134,862,639	136,074,948	136,957,917	138,027,475	138,461,059	138,767,107	139,042,626	140,426,332	140,629,037
Transfer from / (to) Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Operating Result for the Year	3,385,047	2,448,029	806,943	1,212,309	882,969	1,069,558	433,584	306,048	275,520	1,383,705	202,705	171,373
<b>Balance 30 June</b>	<b>131,607,667</b>	<b>134,055,696</b>	<b>134,862,639</b>	<b>136,074,948</b>	<b>136,957,917</b>	<b>138,027,475</b>	<b>138,461,059</b>	<b>138,767,107</b>	<b>139,042,626</b>	<b>140,426,332</b>	<b>140,629,037</b>	<b>140,800,410</b>
<b>ASSET REVALUATION RESERVE</b>												
Balance 1 July	271,240,000	271,889,000	271,889,000	271,889,000	271,889,000	271,889,000	271,889,000	271,889,000	271,889,000	271,889,000	271,889,000	271,889,000
Revaluation reserve movements	649,000	-	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>	<b>271,889,000</b>
<b>TOTAL EQUITY</b>												
<b>Balance 30 June</b>	<b>403,496,667</b>	<b>405,944,696</b>	<b>406,751,639</b>	<b>407,963,948</b>	<b>408,846,917</b>	<b>409,916,475</b>	<b>410,350,059</b>	<b>410,656,107</b>	<b>410,931,626</b>	<b>412,315,332</b>	<b>412,518,037</b>	<b>412,689,410</b>
<b>Net Assets as Balance Sheet</b>	<b>403,508,667</b>	<b>405,944,696</b>	<b>406,751,639</b>	<b>407,963,948</b>	<b>408,846,917</b>	<b>409,916,475</b>	<b>410,350,059</b>	<b>410,656,107</b>	<b>410,931,626</b>	<b>412,315,332</b>	<b>412,518,037</b>	<b>412,689,410</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Ten Year Capital Works Program**  
*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>LAND AND BUILDINGS &amp; Other Structures</b>												
Renewal/ Upgrade of Buildings	38,195	-	70,000	-	55,000	-	-	-	-	1,150,000	-	-
Renewal/ Upgrade of Other Structures	-	-	20,000	-	-	35,000	-	-	-	-	-	-
<b>Total Land, Buildings &amp; Other Structures</b>	<b>38,195</b>	<b>-</b>	<b>90,000</b>	<b>-</b>	<b>55,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,150,000</b>	<b>-</b>	<b>-</b>
<b>VEHICLES, PLANT &amp; EQUIPMENT</b>												
Existing Heavy plant	657,593	529,000	1,115,698	798,467	597,103	427,131	606,244	492,999	568,129	445,683	396,613	224,031
<b>Total Vehicles, Plant &amp; Equipment</b>	<b>657,593</b>	<b>529,000</b>	<b>1,115,698</b>	<b>798,467</b>	<b>597,103</b>	<b>427,131</b>	<b>606,244</b>	<b>492,999</b>	<b>568,129</b>	<b>445,683</b>	<b>396,613</b>	<b>224,031</b>
Proceeds of Sale	218,000	141,500	343,538	604,256	341,593	221,923	305,333	188,468	279,000	202,256	206,000	118,000
Book Value Assets Sold	213,070	86,500	271,538	604,256	341,593	221,923	305,333	188,468	279,000	202,256	206,000	118,000
<b>Profit / (Loss) on Sale</b>	<b>4,930</b>	<b>55,000</b>	<b>72,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FURNITURE AND EQUIPMENT</b>												
Furniture & Equipment replacement	-	5,000	5,000	5,000	5,000	5,000	5,000	10,000	10,000	10,000	10,000	10,000
<b>ROADS, BRIDGES, FOOTPATHS</b>												
Regional Roads	1,178,382	544,657	547,269	507,760	503,679	664,585	404,149	527,084	487,174	414,893	526,313	493,805
Bridges - Regional Roads	-	-	-	-	-	-	-	-	-	-	-	-
Rural Sealed Roads	-	930,287	300,000	489,374	280,898	330,928	364,142	352,305	477,058	340,118	383,250	359,588
Bridges - Rural Sealed Roads	-	-	-	-	-	466,000	-	75,000	-	-	-	-
Rural Unsealed Roads	-	620,000	605,000	610,000	752,724	610,000	876,707	710,000	700,000	925,000	775,000	895,000
Bridges - Rural Unsealed Roads	-	1,525,400	364,440	623,400	447,000	257,000	90,000	-	-	-	-	-
Urban Roads	-	315,000	310,000	343,580	342,060	342,060	342,060	410,000	435,000	440,000	460,000	410,000
work in progress	731,664	-	-	-	-	-	-	-	-	-	-	-
<b>Total Infrastructure Roads</b>	<b>1,910,046</b>	<b>3,935,344</b>	<b>2,126,709</b>	<b>2,574,114</b>	<b>2,326,361</b>	<b>2,670,573</b>	<b>2,077,058</b>	<b>2,074,389</b>	<b>2,099,232</b>	<b>2,120,011</b>	<b>2,144,563</b>	<b>2,158,393</b>
<b>OTHER ASSETS</b>												
Other Assets	162,093	125,000	147,000	236,000	156,000	66,000	93,500	10,000	10,000	45,000	10,000	10,000
work in progress	(81,146)	-	-	-	-	-	-	-	-	-	-	-
Waste	-	247,360	-	-	-	-	-	-	-	-	-	-
<b>Total Other Assets</b>	<b>80,947</b>	<b>372,360</b>	<b>147,000</b>	<b>236,000</b>	<b>156,000</b>	<b>66,000</b>	<b>93,500</b>	<b>10,000</b>	<b>10,000</b>	<b>45,000</b>	<b>10,000</b>	<b>10,000</b>
<b>CAPITAL WORKS TOTAL</b>	<b>2,686,781</b>	<b>4,841,704</b>	<b>3,484,407</b>	<b>3,613,581</b>	<b>3,139,464</b>	<b>3,203,704</b>	<b>2,781,802</b>	<b>2,587,388</b>	<b>2,687,361</b>	<b>3,770,694</b>	<b>2,561,176</b>	<b>2,402,424</b>

## Walcha Council Plan 2017/18 to 2026/27 Ten Year Capital Works Program

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
TOTAL PROCEEDS OF SALE	218,000	141,500	343,538	604,256	341,593	221,923	305,333	188,468	279,000	202,256	206,000	118,000
TOTAL BOOK VALUE ASSETS SOLD	213,070	86,500	271,538	604,256	341,593	221,923	305,333	188,468	279,000	202,256	206,000	118,000
TOTAL PROFIT ON SALE	4,930	55,000	72,000	-	-	-	-	-	-	-	-	-
<b>SOURCE OF FUNDING</b>												
FAGS / COUNCIL		1,573,000	2,122,698	1,915,547	1,799,147	1,483,287	1,773,511	1,652,999	1,698,129	1,715,683	1,651,613	1,579,031
COMMUNITY FUNDING*		40,000	-									
R2R		1,750,687	814,440	806,274	430,898	642,928	604,142	407,305	502,058	490,118	383,250	329,588
REPAIR*		130,657	133,269	135,930	138,649	141,395	141,422	147,135	150,078	153,079	156,141	159,264
BLOCK GRANT		414,000	414,000	371,830	323,770	375,094	262,727	379,949	337,096	261,814	370,172	334,541
WASTE LESS RECYCLE MORE (WLRM)*		151,360										
BRIDGE REPAIR PROGRAMME*		391,000	-	192,000	223,500	280,500	-	-	-	-	-	-
FIXING COUNTRY ROADS*		391,000	-	192,000	223,500	280,500	-	-	-	-	-	-
FUNDING TO BE SOURCED*				-	-	-	-	-	-	1,150,000	-	-
<b>TOTAL FUNDING</b>		<b>4,841,704</b>	<b>3,484,407</b>	<b>3,613,581</b>	<b>3,139,464</b>	<b>3,203,704</b>	<b>2,781,802</b>	<b>2,587,388</b>	<b>2,687,361</b>	<b>3,770,694</b>	<b>2,561,176</b>	<b>2,402,424</b>
		-	-	-	(0)	0	-	-	-	-	-	-
* CAPITAL GRANTS		1,104,017	133,269	519,930	585,649	702,395	141,422	147,135	150,078	153,079	156,141	159,264



## Walcha Council Plan 2017/18 to 2026/27

### Loan Repayment Schedule

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	0	CURRENT YEAR	0	0	0	0	0	0	0	0	0
<b>Council Loans - Interest</b>												
<b>Environment</b>												
DWM - Garbage bins	6,971	6,144	5,216	4,267	3,281	2,183	1,052	77	-	-	-	-
<b>Transport</b>												
Woolbrook Bridge	30,706	27,710	24,741	21,317	17,783	14,152	10,243	6,107	1,644	-	-	-
<b>Total Interest</b>	<b>37,677</b>	<b>33,854</b>	<b>29,957</b>	<b>25,584</b>	<b>21,064</b>	<b>16,335</b>	<b>11,295</b>	<b>6,184</b>	<b>1,644</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Check to reassure all figures are in the total</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>
<b>Council Loans - Principal</b>												
<b>Environment</b>												
<b>DWM - Garbage bins</b>												
Principal Paid	13,470	14,310	15,203	16,152	17,139	18,236	19,367	5,028				
Principal Outstanding	105,435	91,125	75,922	59,770	42,631	24,395	5,028	-	-	-	-	-
<b>Transport</b>												
<b>Woolbrook Bridge</b>												
Principal Paid	48,938	51,933	54,902	58,326	61,860	65,491	69,400	73,536	58,089			
Principal Outstanding	493,537	441,604	386,702	328,376	266,516	201,025	131,625	58,089	-	-	-	-
<b>Principal Paid</b>	<b>62,408</b>	<b>66,243</b>	<b>70,105</b>	<b>74,478</b>	<b>78,999</b>	<b>83,727</b>	<b>88,767</b>	<b>78,564</b>	<b>58,089</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Principal Outstanding</b>	<b>598,972</b>	<b>532,729</b>	<b>462,624</b>	<b>388,146</b>	<b>309,147</b>	<b>225,420</b>	<b>136,653</b>	<b>58,089</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Walcha Council Plan 2017/18 to 2026/27

### Depreciation Schedule

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>LAND AND BUILDINGS</b>												
<b>Dep'n Rate:</b>												
Book Value of Land												
Land Acquisition	-	-	-	-	-	-	-	-	-	-	-	-
Land Disposed	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Land</b>	<b>3,349,000</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>
Fair Value Adjustment	(113,140)											
<b>Book Value of Land</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>	<b>3,235,860</b>
<b>Book Value of Buildings &amp; Other Structures</b>												
Buildings Acquisition	38,195	-	90,000	-	55,000	35,000	-	-	-	1,150,000	-	-
Buildings Disposed	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>4,413,473</b>	<b>4,473,575</b>	<b>4,485,287</b>	<b>4,406,795</b>	<b>4,366,850</b>	<b>4,306,905</b>	<b>4,211,960</b>	<b>4,117,015</b>	<b>4,022,070</b>	<b>5,077,125</b>	<b>4,982,180</b>	<b>4,887,235</b>
Depreciation	(77,562)	(78,288)	(78,493)	(94,945)	(94,945)	(94,945)	(94,945)	(94,945)	(94,945)	(94,945)	(94,945)	(94,945)
Fair Value Adjustment	137,664											
<b>Book Value of Buildings</b>	<b>4,473,575</b>	<b>4,395,287</b>	<b>4,406,795</b>	<b>4,311,850</b>	<b>4,271,905</b>	<b>4,211,960</b>	<b>4,117,015</b>	<b>4,022,070</b>	<b>3,927,125</b>	<b>4,982,180</b>	<b>4,887,235</b>	<b>4,792,290</b>
<b>PLANT AND EQUIPMENT</b>												
<b>Dep'n Rate:</b>												
Existing Plant & Equipment												
Plant & Equipment Acquisition	657,593	529,000	1,115,698	798,467	597,103	427,131	606,244	492,999	568,129	445,683	396,613	224,031
Plant & Equipment Disposal	(213,070)	(86,500)	(271,538)	(604,256)	(341,593)	(221,923)	(305,333)	(188,468)	(279,000)	(202,256)	(206,000)	(118,000)
<b>Total Plant &amp; Equipment</b>	<b>2,973,763</b>	<b>3,081,098</b>	<b>3,575,128</b>	<b>3,367,138</b>	<b>3,287,328</b>	<b>3,153,862</b>	<b>3,112,713</b>	<b>3,071,764</b>	<b>3,011,958</b>	<b>2,902,960</b>	<b>2,737,624</b>	<b>2,484,146</b>
Depreciation	(335,165)	(350,130)	(402,202)	(335,320)	(338,673)	(342,060)	(345,481)	(348,935)	(352,425)	(355,949)	(359,508)	(363,104)
<b>Book Value of Plant &amp; Equipment</b>	<b>2,638,598</b>	<b>2,730,968</b>	<b>3,172,927</b>	<b>3,031,818</b>	<b>2,948,654</b>	<b>2,811,802</b>	<b>2,767,233</b>	<b>2,722,829</b>	<b>2,659,533</b>	<b>2,547,011</b>	<b>2,378,115</b>	<b>2,121,043</b>
<b>FURNITURE AND EQUIPMENT</b>												
<b>Dep'n Rate:</b>												
Existing Furniture & Equipment												
Furniture and Equipment Acquired	-	5,000	5,000	5,000	5,000	5,000	5,000	10,000	10,000	10,000	10,000	10,000
Furniture and Equipment Disposed												
<b>Total Furniture &amp; Equipment</b>	<b>42,123</b>	<b>38,041</b>	<b>34,862</b>	<b>32,367</b>	<b>29,604</b>	<b>26,841</b>	<b>24,078</b>	<b>26,315</b>	<b>28,552</b>	<b>30,789</b>	<b>33,026</b>	<b>35,263</b>
Depreciation	(9,082)	(8,179)	(7,495)	(7,763)	(7,763)	(7,763)	(7,763)	(7,763)	(7,763)	(7,763)	(7,763)	(7,763)
<b>Book Value of Furniture &amp; Equipment</b>	<b>33,041</b>	<b>29,862</b>	<b>27,367</b>	<b>24,604</b>	<b>21,841</b>	<b>19,078</b>	<b>16,315</b>	<b>18,552</b>	<b>20,789</b>	<b>23,026</b>	<b>25,263</b>	<b>27,500</b>

## Walcha Council Plan 2017/18 to 2026/27

### Depreciation Schedule

*General Fund Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>OTHER ASSETS</b>												
<b>Dep'n Rate:</b>												
Existing Other Assets												
Other Assets Acquired	80,947	372,360	147,000	236,000	156,000	66,000	93,500	10,000	10,000	45,000	10,000	10,000
Other Assets Disposed												
<b>Total Other Assets</b>	<b>1,038,293</b>	<b>1,941,245</b>	<b>1,981,477</b>	<b>2,108,495</b>	<b>2,198,259</b>	<b>2,197,361</b>	<b>2,223,294</b>	<b>2,165,051</b>	<b>2,106,125</b>	<b>2,081,510</b>	<b>2,021,200</b>	<b>1,960,186</b>
Depreciation	(57,274)	(106,768)	(108,981)	(66,236)	(66,898)	(67,567)	(68,243)	(68,925)	(69,615)	(70,311)	(71,014)	(71,724)
Fair Value Adjustment	587,866											
<b>Book Value of Other Assets</b>	<b>1,568,885</b>	<b>1,834,477</b>	<b>1,872,495</b>	<b>2,042,259</b>	<b>2,131,361</b>	<b>2,129,794</b>	<b>2,155,051</b>	<b>2,096,125</b>	<b>2,036,510</b>	<b>2,011,200</b>	<b>1,950,186</b>	<b>1,888,462</b>
<b>TOTAL PROPERTY PLANT AND EQUIPMENT</b>												
New Property Plant and Equipment	563,665	819,860	1,086,160	435,211	471,510	311,208	399,411	324,531	309,129	1,448,427	210,613	126,031
<b>Total</b>	<b>11,816,652</b>	<b>12,769,819</b>	<b>13,312,615</b>	<b>13,150,655</b>	<b>13,117,901</b>	<b>12,920,829</b>	<b>12,807,905</b>	<b>12,616,004</b>	<b>12,404,564</b>	<b>13,328,244</b>	<b>13,009,889</b>	<b>12,602,690</b>
Depreciation	(479,083)	(543,364)	(597,171)	(504,264)	(508,280)	(512,335)	(516,432)	(520,569)	(524,747)	(528,968)	(533,230)	(537,536)
Fair Value Adjustment	612,390	-	-	-	-	-	-	-	-	-	-	-
<b>Book Value of Total Property Plant and Equipment</b>	<b>11,949,959</b>	<b>12,226,455</b>	<b>12,715,444</b>	<b>12,646,391</b>	<b>12,609,621</b>	<b>12,408,494</b>	<b>12,291,473</b>	<b>12,095,435</b>	<b>11,879,817</b>	<b>12,799,276</b>	<b>12,476,659</b>	<b>12,065,154</b>
<b>INFRASTRUCTURE (ALL)</b>												
Existing Infrastructure												
Additions	1,911,046	3,935,344	2,126,709	2,574,114	2,326,361	2,670,573	2,077,058	2,074,389	2,099,232	2,120,011	2,144,563	2,158,393
<b>Total Infrastructure</b>	<b>388,530,059</b>	<b>390,928,024</b>	<b>391,276,010</b>	<b>392,385,355</b>	<b>393,192,545</b>	<b>394,328,754</b>	<b>394,856,105</b>	<b>395,365,289</b>	<b>395,883,665</b>	<b>396,407,011</b>	<b>396,938,942</b>	<b>397,468,577</b>
Depreciation	(1,537,379)	(1,778,723)	(1,464,769)	(1,519,172)	(1,534,364)	(1,549,707)	(1,565,204)	(1,580,856)	(1,596,665)	(1,612,632)	(1,628,758)	(1,645,046)
Fair Value Adjustment												
<b>Book Value Infrastructure</b>	<b>386,992,680</b>	<b>389,149,301</b>	<b>389,811,241</b>	<b>390,866,183</b>	<b>391,658,181</b>	<b>392,779,047</b>	<b>393,290,900</b>	<b>393,784,433</b>	<b>394,287,000</b>	<b>394,794,379</b>	<b>395,310,184</b>	<b>395,823,531</b>
<b>Total Assets</b>	<b>398,942,639</b>	<b>401,375,756</b>	<b>402,526,685</b>	<b>403,512,574</b>	<b>404,267,802</b>	<b>405,187,540</b>	<b>405,582,373</b>	<b>405,879,868</b>	<b>406,166,817</b>	<b>407,593,655</b>	<b>407,786,843</b>	<b>407,888,685</b>
<b>Total Depreciation</b>	<b>(2,016,462)</b>	<b>(2,322,087)</b>	<b>(2,061,940)</b>	<b>(2,023,436)</b>	<b>(2,042,643)</b>	<b>(2,062,043)</b>	<b>(2,081,636)</b>	<b>(2,101,425)</b>	<b>(2,121,412)</b>	<b>(2,141,599)</b>	<b>(2,161,988)</b>	<b>(2,182,581)</b>
		0	(0)									

# Walcha Council Plan 2017/18 to 2026/27

## Key Performance Indicators

### General Fund Base Case

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	CURRENT YEAR										
<b>OPERATING PERFORMANCE RATIO</b>											
Total Continuing Operating Revenue	12,274,296	11,289,238	11,472,884	11,270,421	11,472,831	11,678,981	11,888,943	12,102,787	12,320,586	12,542,415	12,768,349
Less Operating Exp incl interest & depreciation	10,985,284	10,687,564	10,780,505	10,973,100	11,105,668	11,386,820	11,730,030	11,977,345	12,239,960	12,495,851	12,756,240
= Net Operating Result	1,289,012	601,674	692,379	297,320	367,163	292,162	158,913	125,442	80,626	46,564	12,109
Divided by continuing operating revenue	12,274,296	11,289,238	11,472,884	11,270,421	11,472,831	11,678,981	11,888,943	12,102,787	12,320,586	12,542,415	12,768,349
<b>Ratio Target - (+ve) Between 0% and 15%</b>	<b>10.50%</b>	<b>5.33%</b>	<b>6.03%</b>	<b>2.64%</b>	<b>3.20%</b>	<b>2.50%</b>	<b>1.34%</b>	<b>1.04%</b>	<b>0.65%</b>	<b>0.37%</b>	<b>0.09%</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>11.78%</b>	<b>10.83%</b>	<b>7.29%</b>	<b>4.67%</b>	<b>3.96%</b>	<b>2.78%</b>	<b>2.35%</b>	<b>1.62%</b>	<b>1.01%</b>	<b>0.69%</b>	<b>0.37%</b>
<b>OWN SOURCE OPERATING REVENUE RATIO</b>											
Total continuing operating revenue (less All grants)	7,153,198	6,913,996	7,032,014	7,170,157	7,311,063	7,454,787	7,601,386	7,750,917	7,903,438	8,059,009	8,217,693
Divided by Total continuing operating revenue (inc capital g	13,378,313	11,422,507	11,992,814	11,856,070	12,175,226	11,820,403	12,036,078	12,252,865	13,623,665	12,698,556	12,927,613
<b>Ratio Target &lt; or = to 60%</b>	<b>53.47%</b>	<b>60.53%</b>	<b>58.64%</b>	<b>60.48%</b>	<b>60.05%</b>	<b>63.07%</b>	<b>63.16%</b>	<b>63.26%</b>	<b>58.01%</b>	<b>63.46%</b>	<b>63.57%</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>61.37%</b>	<b>59.23%</b>	<b>57.54%</b>	<b>59.88%</b>	<b>59.72%</b>	<b>61.20%</b>	<b>62.09%</b>	<b>63.16%</b>	<b>61.48%</b>	<b>61.58%</b>	<b>61.68%</b>
<b>UNRESTRICTED CURRENT RATIO</b>											
Current Assets less all External Restrictions	8,219,938	8,069,961	8,057,789	8,061,333	8,063,144	7,977,127	7,882,905	7,884,362	7,851,229	7,945,676	7,948,333
Current Liabilities less Specific Purpose Liabilities	2,201,105	2,255,478	2,259,999	2,219,528	2,184,568	2,153,365	2,108,678	2,091,564	2,111,564	2,102,763	2,065,889
<b>Ratio Target &gt; 1.5</b>	<b>3.73</b>	<b>3.58</b>	<b>3.57</b>	<b>3.63</b>	<b>3.69</b>	<b>3.70</b>	<b>3.74</b>	<b>3.77</b>	<b>3.72</b>	<b>3.78</b>	<b>3.85</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>3.64</b>	<b>3.97</b>	<b>3.63</b>	<b>3.59</b>	<b>3.63</b>	<b>3.68</b>	<b>3.71</b>	<b>3.74</b>	<b>3.74</b>	<b>3.76</b>	<b>3.78</b>
<b>DEBT SERVICE COVER RATIO</b>											
Operating result before Interest & Depreciation											
= Operating Revenue	12,274,296	11,289,238	11,472,884	11,270,421	11,472,831	11,678,981	11,888,943	12,102,787	12,320,586	12,542,415	12,768,349
Less Operating Expenses	10,985,284	10,687,564	10,780,505	10,973,100	11,105,668	11,386,820	11,730,030	11,977,345	12,239,960	12,495,851	12,756,240
Except Interest Expense and Depreciation	2,355,149	2,091,897	2,049,020	2,063,707	2,078,378	2,092,931	2,107,609	2,123,056	2,141,599	2,161,988	2,182,581
= OSBID	3,644,161	2,693,571	2,741,399	2,361,028	2,445,540	2,385,093	2,266,523	2,248,498	2,222,226	2,208,552	2,194,691
Divided by Principal and Interest	100,097	100,062	100,062	100,063	100,062	100,062	84,748	59,733	-	-	-
<b>Ratio Target Greater than 2</b>	<b>36.41</b>	<b>26.92</b>	<b>27.40</b>	<b>23.60</b>	<b>24.44</b>	<b>23.84</b>	<b>26.74</b>	<b>37.64</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
<b>Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>											
Rates, Annual & Extra Charges Outstanding	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Rates, Annual & Extra Charges Collectible	3,583,181	3,643,003	3,696,298	3,768,424	3,841,992	3,917,032	3,993,573	4,071,644	4,151,277	4,232,503	4,315,353
<b>Ratio Target &lt; 10%</b>	<b>2.51%</b>	<b>2.47%</b>	<b>2.43%</b>	<b>2.39%</b>	<b>2.34%</b>	<b>2.30%</b>	<b>2.25%</b>	<b>2.21%</b>	<b>2.17%</b>	<b>2.13%</b>	<b>2.09%</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>2.71%</b>	<b>2.44%</b>	<b>2.47%</b>	<b>2.43%</b>	<b>2.39%</b>	<b>2.34%</b>	<b>2.30%</b>	<b>2.25%</b>	<b>2.21%</b>	<b>2.17%</b>	<b>2.13%</b>
<b>CASH EXPENSE COVER RATIO</b>											
Current Year Cash & Cash Equivalents + all Term Deposits	5,915,036	5,915,059	5,916,031	5,919,575	5,921,386	5,923,182	5,928,960	5,930,417	5,932,817	5,933,533	5,936,190
Payments from Cashflow of Operating & Financing											
Activities	727,516	723,984	735,269	750,060	759,847	782,025	808,085	825,280	840,596	860,174	880,105
<b>Ratio Target Greater than 3</b>	<b>8.13</b>	<b>8.17</b>	<b>8.05</b>	<b>7.89</b>	<b>7.79</b>	<b>7.57</b>	<b>7.34</b>	<b>7.19</b>	<b>7.06</b>	<b>6.90</b>	<b>6.74</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>6.02</b>	<b>6.88</b>	<b>8.12</b>	<b>8.04</b>	<b>7.91</b>	<b>7.75</b>	<b>7.57</b>	<b>7.37</b>	<b>7.19</b>	<b>7.05</b>	<b>6.90</b>

# Walcha Council Plan 2017/18 to 2026/27

## Key Performance Indicators

*General Fund Base Case*

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	CURRENT YEAR										
<b>BUILDING AND INFRASTRUCTURE ASSET RENEWAL RATIO</b>											
Asset Renewals (Buildings, Infrastructure & Other Structures)	3,935,344	2,216,709	2,574,114	2,381,361	2,705,573	2,077,058	2,074,389	2,099,232	3,270,011	2,144,563	2,158,393
Divided by Depreciation/Amortisation/Impairment	1,857,010	1,543,262	1,614,117	1,629,309	1,644,652	1,660,149	1,675,801	1,691,610	1,707,577	1,723,703	1,739,991
<b>Ratio Target over 100%</b>	<b>211.9%</b>	<b>143.6%</b>	<b>159.5%</b>	<b>146.2%</b>	<b>164.5%</b>	<b>125.1%</b>	<b>123.8%</b>	<b>124.1%</b>	<b>191.5%</b>	<b>124.4%</b>	<b>124.0%</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>124.3%</b>	<b>158.7%</b>	<b>171.7%</b>	<b>149.8%</b>	<b>156.7%</b>	<b>145.3%</b>	<b>137.8%</b>	<b>124.3%</b>	<b>146.5%</b>	<b>146.7%</b>	<b>146.7%</b>
<b>INFRASTRUCTURE BACKLOG RATIO</b>											
Estimated Cost to bring Assets to Satisfactory Condition	14,046,712	13,384,772	12,329,830	11,537,832	10,416,966	9,905,113	9,411,580	8,909,013	8,401,634	7,885,829	7,372,482
Divided by Total WDV of Infrastructure, Buildings & Other Structures	182,922,589	183,596,036	184,556,033	185,308,086	186,369,007	186,785,915	187,184,503	187,592,124	189,154,559	189,575,419	189,993,821
<b>Ratio Target Less than 2%</b>	<b>7.7%</b>	<b>7.3%</b>	<b>6.7%</b>	<b>6.2%</b>	<b>5.6%</b>	<b>5.3%</b>	<b>5.0%</b>	<b>4.7%</b>	<b>4.4%</b>	<b>4.2%</b>	<b>3.9%</b>
<b>ASSET MAINTENANCE RATIO</b>											
Actual Asset Maintenance	1,691,075	1,741,807	1,794,061	1,847,883	1,903,319	1,960,419	2,019,232	2,079,808	2,142,203	2,206,469	2,272,663
Required Asset Maintenance	1,641,820	1,691,075	1,741,807	1,794,061	1,847,883	1,903,319	1,960,419	2,019,232	2,079,808	2,142,203	2,206,469
<b>Ratio Target &gt;1</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>100.2%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>
<b>CAPITAL EXPENDITURE RATIO</b>											
Annual Capital Expenditure	4,841,704	3,484,407	3,613,581	3,139,464	3,203,704	2,781,802	2,587,388	2,687,361	3,770,694	2,561,176	2,402,424
Annual Depreciation	2,322,087	2,061,940	2,023,436	2,042,643	2,062,043	2,081,636	2,101,425	2,121,412	2,141,599	2,161,988	2,182,581
<b>Ratio Target &gt;1.10</b>	<b>2.09</b>	<b>1.69</b>	<b>1.79</b>	<b>1.54</b>	<b>1.55</b>	<b>1.34</b>	<b>1.23</b>	<b>1.27</b>	<b>1.76</b>	<b>1.18</b>	<b>1.10</b>
<b>AVERAGE OVER 3 YEARS</b>	<b>147.8%</b>	<b>170.2%</b>	<b>185.4%</b>	<b>167.1%</b>	<b>162.5%</b>	<b>147.6%</b>	<b>137.4%</b>	<b>127.8%</b>	<b>142.0%</b>	<b>140.4%</b>	<b>134.9%</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Statement of Comprehensive Income by Type**

*Water Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>												
Rates & Annual Charges	230,000	241,728	259,157	276,931.71	285,240	293,797	302,611	311,689	321,040	330,671	340,591	350,809
User Charges & Fee's	385,000	438,429	529,225	555,102	571,755	588,907	606,575	624,772	643,515	662,821	682,705	703,186
Interest Earnings	10,000	2,040	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Operating Grants, Subsidies & Contributions	10,000	8,976	109,300	109,300	109,300	109,300	109,300	109,300	109,300	109,300	109,300	109,300
Capital Grants, Subsidies & Contributions	176,000	-	-	-	125,000	125,000	250,000	250,000	250,000	-	-	-
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>811,000</b>	<b>691,173</b>	<b>897,682</b>	<b>941,333</b>	<b>1,091,294</b>	<b>1,117,004</b>	<b>1,268,485</b>	<b>1,295,761</b>	<b>1,323,855</b>	<b>1,102,791</b>	<b>1,132,596</b>	<b>1,163,295</b>
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>												
Employee Costs	274,000	187,300	204,565	209,679	222,921	228,494	234,206	240,062	246,063	252,215	258,520	264,983
Materials & Contracts	283,000	201,773	336,087	322,809	329,265	335,850	342,567	349,419	356,407	363,535	370,806	378,222
Depreciation	210,000	209,582	221,380	324,133	330,553	337,101	343,781	350,594	357,543	364,631	371,861	379,236
Interest Expenses	-	-	4,854	4,451	4,038	3,582	3,115	2,622	2,111	1,563	991	391
Other Expenditure	85,000	92,174	94,539	76,430	77,958	79,518	81,108	82,730	84,385	84,385	86,072	86,072
<b>Total Expenditure</b>	<b>852,000</b>	<b>690,829</b>	<b>861,425</b>	<b>937,502</b>	<b>964,735</b>	<b>984,545</b>	<b>1,004,777</b>	<b>1,025,426</b>	<b>1,046,509</b>	<b>1,066,329</b>	<b>1,088,250</b>	<b>1,108,904</b>
<b>OPERATING RESULT</b>	<b>(41,000)</b>	<b>344</b>	<b>36,257</b>	<b>3,832</b>	<b>126,559</b>	<b>132,459</b>	<b>263,708</b>	<b>270,335</b>	<b>277,346</b>	<b>36,463</b>	<b>44,346</b>	<b>54,391</b>
<b>NET RESULT EXCLUDING CAPITAL GRANTS</b>	<b>(217,000)</b>	<b>344</b>	<b>36,257</b>	<b>3,832</b>	<b>1,559</b>	<b>7,459</b>	<b>13,708</b>	<b>20,335</b>	<b>27,346</b>	<b>36,463</b>	<b>44,346</b>	<b>54,391</b>

## Walcha Council Plan 2017/18 to 2026/27

### Statement of Financial Position

*Water Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	229,000	273,926	413,647	503,293	571,673	672,046	659,879	660,661	674,891	704,778	749,207	1,030,435
Investments												
Receivables	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Inventories												
Inventories - Land Held for Resale												
<b>Total Current Assets</b>	<b>251,000</b>	<b>295,926</b>	<b>435,647</b>	<b>525,293</b>	<b>593,673</b>	<b>694,046</b>	<b>681,879</b>	<b>682,661</b>	<b>696,891</b>	<b>726,778</b>	<b>771,207</b>	<b>1,052,435</b>
<b>NON-CURRENT ASSETS</b>												
Receivables												
Inventories												
Property, Plant and Equipment	312,759	310,654	308,578	305,445	302,312	299,179	296,046	292,913	289,780	286,647	283,514	280,381
Infrastructure	15,766,802	15,824,325	15,715,021	15,624,021	15,676,601	15,702,633	15,971,985	16,234,524	16,490,114	16,488,616	16,479,888	16,243,785
<b>Total Non-Current Assets</b>	<b>16,079,561</b>	<b>16,134,979</b>	<b>16,023,599</b>	<b>15,929,466</b>	<b>15,978,913</b>	<b>16,001,812</b>	<b>16,268,031</b>	<b>16,527,437</b>	<b>16,779,894</b>	<b>16,775,263</b>	<b>16,763,402</b>	<b>16,524,166</b>
<b>TOTAL ASSETS</b>	<b>16,330,561</b>	<b>16,430,905</b>	<b>16,459,246</b>	<b>16,454,759</b>	<b>16,572,586</b>	<b>16,695,858</b>	<b>16,949,910</b>	<b>17,210,098</b>	<b>17,476,785</b>	<b>17,502,041</b>	<b>17,534,609</b>	<b>17,576,601</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Current Portion of Long Term Borrowings	-	7,916	8,319	8,732	9,187	9,656	10,147	10,659	11,207	11,778	12,399	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>7,916</b>	<b>8,319</b>	<b>8,732</b>	<b>9,187</b>	<b>9,656</b>	<b>10,147</b>	<b>10,659</b>	<b>11,207</b>	<b>11,778</b>	<b>12,399</b>	<b>-</b>
<b>NON-CURRENT LIABILITIES</b>												
Long Term Borrowings	-	92,084	83,765	75,033	65,846	56,190	46,043	35,384	24,177	12,399	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>92,084</b>	<b>83,765</b>	<b>75,033</b>	<b>65,846</b>	<b>56,190</b>	<b>46,043</b>	<b>35,384</b>	<b>24,177</b>	<b>12,399</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>100,000</b>	<b>92,084</b>	<b>83,765</b>	<b>75,033</b>	<b>65,846</b>	<b>56,190</b>	<b>46,043</b>	<b>35,384</b>	<b>24,177</b>	<b>12,399</b>	<b>-</b>
<b>NET ASSETS</b>	<b>16,330,561</b>	<b>16,330,905</b>	<b>16,367,162</b>	<b>16,370,994</b>	<b>16,497,553</b>	<b>16,630,012</b>	<b>16,893,720</b>	<b>17,164,055</b>	<b>17,441,401</b>	<b>17,477,864</b>	<b>17,522,210</b>	<b>17,576,601</b>

## Walcha Council Plan 2017/18 to 2026/27

### Statement of Cash Flows

*Water Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<b>RECEIPTS</b>												
Rates & Annual Charges	230,000	241,728	259,157	276,932	285,240	293,797	302,611	311,689	321,040	330,671	340,591	350,809
User Charges & Fees	385,000	438,429	529,225	555,102	571,755	588,907	606,575	624,772	643,515	662,821	682,705	703,186
Interest & Investment	10,000	2,040	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Operating Grants, Subsidies & Contributions	10,000	8,976	109,300	109,300	109,300	109,300	109,300	109,300	109,300	109,300	109,300	109,300
<b>Sub-total</b>	<b>635,000</b>	<b>691,173</b>	<b>897,682</b>	<b>941,333</b>	<b>966,294</b>	<b>992,004</b>	<b>1,018,485</b>	<b>1,045,761</b>	<b>1,073,855</b>	<b>1,102,791</b>	<b>1,132,596</b>	<b>1,163,295</b>
<b>PAYMENTS</b>												
Employee Costs (Operating Only)	(274,000)	(187,300)	(204,565)	(209,679)	(222,921)	(228,494)	(234,206)	(240,062)	(246,063)	(252,215)	(258,520)	(264,983)
Materials & Contracts	(283,000)	(201,773)	(336,087)	(322,809)	(329,265)	(335,850)	(342,567)	(349,419)	(356,407)	(363,535)	(370,806)	(378,222)
Interest	-	-	(4,854)	(4,451)	(4,038)	(3,582)	(3,115)	(2,622)	(2,111)	(1,563)	(991)	(391)
Other Expenditure	(71,216)	(92,174)	(94,539)	(76,430)	(77,958)	(79,518)	(81,108)	(82,730)	(84,385)	(84,385)	(86,072)	(86,072)
<b>Sub-total</b>	<b>(628,216)</b>	<b>(481,247)</b>	<b>(640,045)</b>	<b>(613,369)</b>	<b>(634,182)</b>	<b>(647,444)</b>	<b>(660,997)</b>	<b>(674,832)</b>	<b>(688,966)</b>	<b>(701,697)</b>	<b>(716,389)</b>	<b>(729,668)</b>
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>6,784</b>	<b>209,926</b>	<b>257,637</b>	<b>327,965</b>	<b>332,112</b>	<b>344,560</b>	<b>357,489</b>	<b>370,929</b>	<b>384,889</b>	<b>401,094</b>	<b>416,207</b>	<b>433,627</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
Payments for Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Payments for Purchase of Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments for Construction of Infrastructure	(262,784)	(165,000)	(110,000)	(230,000)	(380,000)	(360,000)	(610,000)	(610,000)	(610,000)	(610,000)	(610,000)	(610,000)
Grants / Contributions for the Development of Assets	176,000	-	-	-	125,000	125,000	250,000	250,000	250,000	-	-	-
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(86,784)</b>	<b>(165,000)</b>	<b>(110,000)</b>	<b>(230,000)</b>	<b>(255,000)</b>	<b>(235,000)</b>	<b>(360,000)</b>	<b>(360,000)</b>	<b>(360,000)</b>	<b>(360,000)</b>	<b>(360,000)</b>	<b>(140,000)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
Repayment of Loans	-	-	(7,916)	(8,319)	(8,732)	(9,187)	(9,656)	(10,147)	(10,659)	(11,207)	(11,778)	(12,399)
Proceeds from New Loans	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>(7,916)</b>	<b>(8,319)</b>	<b>(8,732)</b>	<b>(9,187)</b>	<b>(9,656)</b>	<b>(10,147)</b>	<b>(10,659)</b>	<b>(11,207)</b>	<b>(11,778)</b>	<b>(12,399)</b>
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(80,000)</b>	<b>44,926</b>	<b>139,721</b>	<b>89,646</b>	<b>68,380</b>	<b>100,373</b>	<b>(12,167)</b>	<b>782</b>	<b>14,230</b>	<b>29,887</b>	<b>44,429</b>	<b>281,228</b>
Cash at Beginning of Year	309,000	229,000	273,926	413,647	503,293	571,673	672,046	659,879	660,661	674,891	704,778	749,207
<b>Cash at the End of Year</b>	<b>229,000</b>	<b>273,926</b>	<b>413,647</b>	<b>503,293</b>	<b>571,673</b>	<b>672,046</b>	<b>659,879</b>	<b>660,661</b>	<b>674,891</b>	<b>704,778</b>	<b>749,207</b>	<b>1,030,435</b>



## Walcha Council Plan 2017/18 to 2026/27

### Statement of Changes in Equity

*Water Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>EQUITY</b>												
<b>RETAINED SURPLUS</b>												
Balance 1 July	6,146,000	6,103,561	6,103,905	6,140,162	6,143,994	6,270,553	6,403,012	6,666,720	6,937,055	7,214,401	7,250,864	7,295,210
Transfer from / (to) Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Operating Result for the Year	(42,439)	344	36,257	3,832	126,559	132,459	263,708	270,335	277,346	36,463	44,346	54,391
<b>Balance 30 June</b>	<b>6,103,561</b>	<b>6,103,905</b>	<b>6,140,162</b>	<b>6,143,994</b>	<b>6,270,553</b>	<b>6,403,012</b>	<b>6,666,720</b>	<b>6,937,055</b>	<b>7,214,401</b>	<b>7,250,864</b>	<b>7,295,210</b>	<b>7,349,601</b>
<b>ASSET REVALUATION RESERVE</b>												
Balance 1 July	9,998,000	10,227,000	10,227,000	10,227,000	10,227,000	10,227,000	10,227,000	10,227,000	10,227,000	10,227,000	10,227,000	10,227,000
Revaluation reserve movements	229,000	-	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>	<b>10,227,000</b>
<b>TOTAL EQUITY</b>												
<b>Balance 30 June</b>	<b>16,330,561</b>	<b>16,330,905</b>	<b>16,367,162</b>	<b>16,370,994</b>	<b>16,497,553</b>	<b>16,630,012</b>	<b>16,893,720</b>	<b>17,164,055</b>	<b>17,441,401</b>	<b>17,477,864</b>	<b>17,522,210</b>	<b>17,576,601</b>
<b>Net Assets as Balance Sheet</b>	<b>16,330,561</b>	<b>16,330,905</b>	<b>16,367,162</b>	<b>16,370,994</b>	<b>16,497,553</b>	<b>16,630,012</b>	<b>16,893,720</b>	<b>17,164,055</b>	<b>17,441,401</b>	<b>17,477,864</b>	<b>17,522,210</b>	<b>17,576,601</b>

## Walcha Council Plan 2017/18 to 2026/27

### Ten Year Capital Works Program

*Water Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>INFRASTRUCTURE - WATER NETWORK</b>												
Filter Media Replacement		50,000	-	100,000	-	-	-	-	-	-	-	-
IWCM - Integrated Water Cycle Management - Water			-	20,000	20,000	-	-	-	-	-	-	30,000
WTP Building Renovation Works			-	-	-	-	-	-	-	250,000	250,000	-
Water Meter Renewals	115,672	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Water Main Renewals	4,687	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
New Offcreek Storage - Emergency Works			-	-	250,000	250,000	500,000	500,000	500,000	-	-	-
Work in Progress	142,425											
<b>Total Infrastructure Roads</b>	<b>262,784</b>	<b>165,000</b>	<b>110,000</b>	<b>230,000</b>	<b>380,000</b>	<b>360,000</b>	<b>610,000</b>	<b>610,000</b>	<b>610,000</b>	<b>360,000</b>	<b>360,000</b>	<b>140,000</b>
<b>CAPITAL WORKS TOTAL</b>	<b>262,784</b>	<b>165,000</b>	<b>110,000</b>	<b>230,000</b>	<b>380,000</b>	<b>360,000</b>	<b>610,000</b>	<b>610,000</b>	<b>610,000</b>	<b>360,000</b>	<b>360,000</b>	<b>140,000</b>
<b>SOURCE OF FUNDING</b>												
WATER FUND		165,000	-	-	62,500	62,500	125,000	125,000	125,000	-	-	-
GRANT FUNDING TO BE SOURCED - FEDERAL			-	-	125,000	125,000	250,000	250,000	250,000	-	-	-
WATER SECURITY - NSW			-	-	-	-	-	-	-	-	-	-
<b>CAPITAL WORKS TOTAL</b>	<b>-</b>	<b>165,000</b>	<b>-</b>	<b>-</b>	<b>187,500</b>	<b>187,500</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Walcha Council Plan 2017/18 to 2026/27

### Loan Repayment Schedule

*Water Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>Water Fund Loans - Interest</b>												
<b>Internal from General Fund</b>												
WTP automation	-		4,854	4,451	4,038	3,582	3,115	2,622	2,111	1,563	991	391
<b>Total Interest on Council Loans</b>	-	-	4,854	4,451	4,038	3,582	3,115	2,622	2,111	1,563	991	391
<b>Total Interest</b>	-	-	4,854	4,451	4,038	3,582	3,115	2,622	2,111	1,563	991	391
<i>Check to reassure all figures are in the total</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>	<i>TRUE</i>
<b>LOAN PRINCIPAL REPAYMENTS</b>												
<b>Water Fund Loans - Principal</b>												
<b>Internal from General Fund</b>												
WTP automation		100,000										
Principal Paid		-	7,916	8,319	8,732	9,187	9,656	10,147	10,659	11,207	11,778	12,399
Principal Outstanding	-	100,000	92,084	83,765	75,033	65,846	56,190	46,043	35,384	24,177	12,399	-
<b>Total New Council Loans</b>	-	100,000	-	-	-	-	-	-	-	-	-	-
<b>Principal Paid</b>	-	-	7,916	8,319	8,732	9,187	9,656	10,147	10,659	11,207	11,778	12,399
<b>Principal Outstanding</b>	-	100,000	92,084	83,765	75,033	65,846	56,190	46,043	35,384	24,177	12,399	-

## Walcha Council Plan 2017/18 to 2026/27

### Depreciation Schedule

*Water Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>LAND AND BUILDINGS</b>												
Dep'n Rate:	1.36%											
Operational Land												
Community Land												
Land Acquisition	-	-	-	-	-	-	-	-	-	-	-	-
Land Disposed	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Land</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>
Book Value of Buildings & Other Structures												
Buildings Acquisition	-	-	-	-	-	-	-	-	-	-	-	-
Buildings Disposed	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>156,870</b>	<b>154,759</b>	<b>152,654</b>	<b>150,578</b>	<b>147,445</b>	<b>144,312</b>	<b>141,179</b>	<b>138,046</b>	<b>134,913</b>	<b>131,780</b>	<b>128,647</b>	<b>125,514</b>
Depreciation	(2,111)	(2,105)	(2,076)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)
Fair Value Adjustment												
<b>Book Value of Buildings</b>	<b>154,759</b>	<b>152,654</b>	<b>150,578</b>	<b>147,445</b>	<b>144,312</b>	<b>141,179</b>	<b>138,046</b>	<b>134,913</b>	<b>131,780</b>	<b>128,647</b>	<b>125,514</b>	<b>122,381</b>
<b>TOTAL PROPERTY PLANT AND EQUIPMENT</b>												
New Property Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>314,870</b>	<b>312,759</b>	<b>310,654</b>	<b>308,578</b>	<b>305,445</b>	<b>302,312</b>	<b>299,179</b>	<b>296,046</b>	<b>292,913</b>	<b>289,780</b>	<b>286,647</b>	<b>283,514</b>
Depreciation	(2,111)	(2,105)	(2,076)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)	(3,133)
Fair Value Adjustment												
<b>Book Value of Total Property Plant and Equipment</b>	<b>312,759</b>	<b>310,654</b>	<b>308,578</b>	<b>305,445</b>	<b>302,312</b>	<b>299,179</b>	<b>296,046</b>	<b>292,913</b>	<b>289,780</b>	<b>286,647</b>	<b>283,514</b>	<b>280,381</b>
<b>INFRASTRUCTURE (ALL)</b>												
Existing Water Fund Assets												
Additions	261,143	165,000	110,000	230,000	380,000	360,000	610,000	610,000	610,000	360,000	360,000	140,000
<b>Total Infrastructure</b>	<b>15,746,273</b>	<b>15,931,802</b>	<b>15,934,325</b>	<b>15,945,021</b>	<b>16,004,021</b>	<b>16,036,601</b>	<b>16,312,633</b>	<b>16,581,985</b>	<b>16,844,524</b>	<b>16,850,114</b>	<b>16,848,616</b>	<b>16,619,888</b>
Depreciation	(207,570)	(207,477)	(219,304)	(321,000)	(327,420)	(333,968)	(340,648)	(347,461)	(354,410)	(361,498)	(368,728)	(376,103)
Fair Value Adjustment	228,099	100,000										
<b>Book Value Infrastructure</b>	<b>15,766,802</b>	<b>15,824,325</b>	<b>15,715,021</b>	<b>15,624,021</b>	<b>15,676,601</b>	<b>15,702,633</b>	<b>15,971,985</b>	<b>16,234,524</b>	<b>16,490,114</b>	<b>16,488,616</b>	<b>16,479,888</b>	<b>16,243,785</b>
<b>Total Assets</b>	<b>16,079,561</b>	<b>16,134,979</b>	<b>16,023,599</b>	<b>15,929,466</b>	<b>15,978,913</b>	<b>16,001,812</b>	<b>16,268,031</b>	<b>16,527,437</b>	<b>16,779,894</b>	<b>16,775,263</b>	<b>16,763,402</b>	<b>16,524,166</b>
<b>Total Depreciation</b>	<b>(209,681)</b>	<b>(209,582)</b>	<b>(221,380)</b>	<b>(324,133)</b>	<b>(330,553)</b>	<b>(337,101)</b>	<b>(343,781)</b>	<b>(350,594)</b>	<b>(357,543)</b>	<b>(364,631)</b>	<b>(371,861)</b>	<b>(379,236)</b>
Depreciation on New Assets		(47,850)	(31,900)	(66,700)	(110,200)	(104,400)	(176,900)	(176,900)	(176,900)	(104,400)	(104,400)	(40,600)

## Walcha Council Plan 2017/18 to 2026/27

### Key Performance Indicators

#### Water Services Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	CURRENT YEAR										
<b>OPERATING PERFORMANCE RATIO</b>												
Total Continuing Operating Revenue excl Capital Grants	635,000	691,173	897,682	941,333	966,294	992,004	1,018,485	1,045,761	1,073,855	1,102,791	1,132,596	1,163,295
Less Operating Exp incl interest & depreciation	852,000	690,829	861,425	937,502	964,735	984,545	1,004,777	1,025,426	1,046,509	1,066,329	1,088,250	1,108,904
= Net Operating Result	(217,000)	344	36,257	3,832	1,559	7,459	13,708	20,335	27,346	36,463	44,346	54,391
Divided by continuing operating revenue	635,000	691,173	897,682	941,333	966,294	992,004	1,018,485	1,045,761	1,073,855	1,102,791	1,132,596	1,163,295
<b>Ratio Target - (+ve) Between 0% and 15%</b>	-34.17%	0.05%	4.04%	0.41%	0.16%	0.75%	1.35%	1.94%	2.55%	3.31%	3.92%	4.68%
<b>AVERAGE OVER 3 YEARS</b>		-25.37%	-10.03%	1.50%	1.54%	0.44%	0.75%	1.35%	1.95%	2.60%	3.26%	3.97%
<b>OWN SOURCE OPERATING REVENUE RATIO</b>												
Total continuing operating revenue (less All grants)	625,000	682,197	788,382	832,033	856,994	882,704	909,185	936,461	964,555	993,491	1,023,296	1,053,995
Divided by Total continuing operating revenue (inc capital grants)	811,000	691,173	897,682	941,333	1,091,294	1,117,004	1,268,485	1,295,761	1,323,855	1,102,791	1,132,596	1,163,295
<b>Ratio Target &lt; or = to 60%</b>	77%	99%	88%	88%	79%	79%	72%	72%	73%	90%	90%	91%
<b>AVERAGE OVER 3 YEARS</b>		91%	88%	92%	85%	82%	76%	74%	72%	78%	84%	90%
<b>UNRESTRICTED CURRENT RATIO</b>												
Current Assets less all External Restrictions	251,000	295,926	435,647	525,293	593,673	694,046	681,879	682,661	696,891	726,778	771,207	1,052,435
Current Liabilities less Specific Purpose Liabilities	-	7,916	8,319	8,732	9,187	9,656	10,147	10,659	11,207	11,778	12,399	-
<b>Ratio Target &gt; 1.5</b>	0.00	37.38	52.37	60.16	64.62	71.88	67.20	64.05	62.18	61.71	62.20	#DIV/0!
<b>AVERAGE OVER 3 YEARS</b>		1246%	2992%	4997%	5905%	6555%	6790%	6771%	6448%	6265%	6203%	#DIV/0!
<b>DEBT SERVICE COVER RATIO</b>												
Operating result before Interest & Depreciation												
= Operating Revenue	811,000	691,173	897,682	941,333	1,091,294	1,117,004	1,268,485	1,295,761	1,323,855	1,102,791	1,132,596	1,163,295
Less Operating Expenses	852,000	690,829	861,425	937,502	964,735	984,545	1,004,777	1,025,426	1,046,509	1,066,329	1,088,250	1,108,904
Except Interest Expense and Depreciation	210,000	209,582	226,234	328,584	334,591	340,683	346,896	353,216	359,654	366,194	372,852	379,627
= OSBID	169,000	209,926	262,491	332,416	461,150	473,142	610,604	623,551	637,000	402,657	417,198	434,018
Divided by Principal and Interest	-	-	12,770	12,770	12,770	12,769	12,771	12,769	12,770	12,770	12,769	12,790
<b>Ratio Target Greater than 2</b>	0	21	26	36	37	48	49	50	32	33	34	34
<b>Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>												
Rates, Annual & Extra Charges Outstanding	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Rates, Annual & Extra Charges Collectible	264,000	263,728	281,157	298,932	307,240	315,797	324,611	333,689	343,040	352,671	362,591	372,809
<b>Ratio Target &lt; 10%</b>	8.33%	8.34%	7.82%	7.36%	7.16%	6.97%	6.78%	6.59%	6.41%	6.24%	6.07%	5.90%
<b>AVERAGE OVER 3 YEARS</b>		10.98%	8.17%	7.84%	7.45%	7.16%	6.97%	6.78%	6.59%	6.41%	6.24%	6.07%
<b>CASH EXPENSE COVER RATIO</b>												
Current Year Cash & Cash Equivalents + all Term Deposits	229,000	273,926	413,647	503,293	571,673	672,046	659,879	660,661	674,891	704,778	749,207	1,030,435
Payments from Cashflow of Operating & Financing Activities	53,500	40,104	53,337	51,114	52,849	53,954	55,083	56,236	57,414	58,475	59,699	60,806
<b>Ratio Target Greater than 3</b>	4.28	6.83	7.76	9.85	10.82	12.46	11.98	11.75	11.75	12.05	12.55	16.95
<b>AVERAGE OVER 3 YEARS</b>		5.65	6.29	8.14	9.47	11.04	11.75	12.06	11.83	11.85	12.12	13.85

## Walcha Council Plan 2017/18 to 2026/27

### Key Performance Indicators

#### Water Services Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	CURRENT YEAR										
<b>BUILDING AND INFRASTRUCTURE ASSET RENEWAL RATIO</b>												
Asset Renewals (Buildings, Infrastructure & Other Structures)	261,143	165,000	110,000	230,000	380,000	360,000	610,000	610,000	610,000	360,000	360,000	140,000
Divided by Depreciation/Amortisation/Impairment	207,570	209,582	221,380	324,133	330,553	337,101	343,781	350,594	357,543	364,631	371,861	379,236
<b>Ratio Target over 100%</b>	<b>125.8%</b>	<b>78.7%</b>	<b>49.7%</b>	<b>71.0%</b>	<b>115.0%</b>	<b>106.8%</b>	<b>177.4%</b>	<b>174.0%</b>	<b>170.6%</b>	<b>98.7%</b>	<b>96.8%</b>	<b>36.9%</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>81.5%</b>	<b>84.7%</b>	<b>66.5%</b>	<b>78.5%</b>	<b>97.6%</b>	<b>133.1%</b>	<b>152.7%</b>	<b>174.0%</b>	<b>147.8%</b>	<b>122.0%</b>	<b>77.5%</b>
<b>INFRASTRUCTURE BACKLOG RATIO</b>												
Estimated Cost to bring Assets to Satisfactory Condition Divided by Total WDV of Infrastructure, Buildings & Other Structures	127,000	127,000	130,810	134,734	138,776	142,940	147,228	151,645	156,194	160,880	165,706	170,677
	15,921,561	15,976,979	15,865,599	15,771,466	15,820,913	15,843,812	16,110,031	16,369,437	16,621,894	16,617,263	16,605,402	16,366,166
<b>Ratio Target Less than 2%</b>	<b>0.8%</b>	<b>0.8%</b>	<b>0.8%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>1.0%</b>
<b>ASSET MAINTENANCE RATIO</b>												
Actual Asset Maintenance	177,000	180,540	184,151	187,834	191,590	195,422	199,331	203,317	207,384	211,531	215,762	220,077
Required Asset Maintenance	138,000	177,000	180,540	184,151	187,834	191,590	195,422	199,331	203,317	207,384	211,531	215,762
<b>Ratio Target &gt;1</b>	<b>128.3%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>118.1%</b>	<b>110.8%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>	<b>102.0%</b>
<b>CAPITAL EXPENDITURE RATIO</b>												
Annual Capital Expenditure	261,143	165,000	110,000	230,000	380,000	360,000	610,000	610,000	610,000	360,000	360,000	140,000
Annual Depreciation	209,681	209,582	221,380	324,133	330,553	337,101	343,781	350,594	357,543	364,631	371,861	379,236
<b>Ratio Target &gt;1.10</b>	<b>1.25</b>	<b>0.79</b>	<b>0.50</b>	<b>0.71</b>	<b>1.15</b>	<b>1.07</b>	<b>1.77</b>	<b>1.74</b>	<b>1.71</b>	<b>0.99</b>	<b>0.97</b>	<b>0.37</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>0.81</b>	<b>0.84</b>	<b>0.66</b>	<b>0.79</b>	<b>0.98</b>	<b>1.33</b>	<b>1.53</b>	<b>1.74</b>	<b>1.48</b>	<b>1.22</b>	<b>0.77</b>

**Walcha Council Plan 2017/18 to 2026/27**  
**Statement of Comprehensive Income by Type**

*Sewerage Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>												
Rates & Annual Charges	309,000	357,920	361,063	400,089.58	408,091	416,253	424,578	433,070	441,731	450,566	459,577	468,769
User Charges & Fee's	88,000	86,700	88,000	110,200	112,404	114,652	116,945	119,284	121,670	124,103	126,585	129,117
Interest Earnings	34,000	1,734	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Operating Grants, Subsidies & Contributions	9,000	9,000	9,135	9,318	9,504	9,694	9,888	10,086	10,287	10,493	10,703	10,917
Capital Grants, Subsidies & Contributions	-	650,000	300,000	-	-	-	-	-	-	-	-	-
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>440,000</b>	<b>1,105,354</b>	<b>758,198</b>	<b>519,607</b>	<b>529,999</b>	<b>540,599</b>	<b>551,411</b>	<b>562,440</b>	<b>573,688</b>	<b>585,162</b>	<b>596,865</b>	<b>608,803</b>
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>												
Employee Costs	174,000	266,400	242,650	248,716	254,934	261,308	267,840	274,536	281,400	288,435	295,645	303,037
Materials & Contracts	130,000	92,000	95,850	97,767	99,722	101,717	103,751	105,826	107,943	110,102	112,304	114,550
Depreciation	70,000	75,000	76,000	145,953	145,952	145,951	145,950	145,949	145,948	145,947	145,946	145,945
Interest Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenditure	18,000	20,250	22,920	23,378	23,846	24,323	24,809	25,306	25,812	25,812	26,328	26,328
<b>Total Expenditure</b>	<b>392,000</b>	<b>453,650</b>	<b>437,420</b>	<b>515,815</b>	<b>524,454</b>	<b>533,298</b>	<b>542,351</b>	<b>551,617</b>	<b>561,102</b>	<b>570,295</b>	<b>580,223</b>	<b>589,859</b>
<b>OPERATING RESULT</b>	<b>48,000</b>	<b>651,704</b>	<b>320,778</b>	<b>3,793</b>	<b>5,545</b>	<b>7,301</b>	<b>9,061</b>	<b>10,823</b>	<b>12,587</b>	<b>14,868</b>	<b>16,643</b>	<b>18,944</b>
<b>NET RESULT EXCLUDING CAPITAL GRANTS</b>	<b>48,000</b>	<b>1,704</b>	<b>20,778</b>	<b>3,793</b>	<b>5,545</b>	<b>7,301</b>	<b>9,061</b>	<b>10,823</b>	<b>12,587</b>	<b>14,868</b>	<b>16,643</b>	<b>18,944</b>

## Walcha Council Plan 2017/18 to 2026/27

### Statement of Cash Flows

#### Sewerage Services Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<b>RECEIPTS</b>												
Rates & Annual Charges	309,000	357,920	361,063	400,090	408,091	416,253	424,578	433,070	441,731	450,566	459,577	468,769
User Charges & Fees	88,000	86,700	88,000	110,200	112,404	114,652	116,945	119,284	121,670	124,103	126,585	129,117
Interest & Investment	34,000	1,734	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Operating Grants, Subsidies & Contributions	9,000	9,000	9,135	9,318	9,504	9,694	9,888	10,086	10,287	10,493	10,703	10,917
<b>Sub-total</b>	<b>440,000</b>	<b>455,354</b>	<b>458,198</b>	<b>519,607</b>	<b>529,999</b>	<b>540,599</b>	<b>551,411</b>	<b>562,440</b>	<b>573,688</b>	<b>585,162</b>	<b>596,865</b>	<b>608,803</b>
<b>PAYMENTS</b>												
Employee Costs (Operating Only)	(174,000)	(266,400)	(242,650)	(248,716)	(254,934)	(261,308)	(267,840)	(274,536)	(281,400)	(288,435)	(295,645)	(303,037)
Materials & Contracts	(130,000)	(92,000)	(95,850)	(97,767)	(99,722)	(101,717)	(103,751)	(105,826)	(107,943)	(110,102)	(112,304)	(114,550)
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenditure	(8,579)	(20,250)	(22,920)	(23,378)	(23,846)	(24,323)	(24,809)	(25,306)	(25,812)	(25,812)	(26,328)	(26,328)
<b>Sub-total</b>	<b>(312,579)</b>	<b>(378,650)</b>	<b>(361,420)</b>	<b>(369,862)</b>	<b>(378,502)</b>	<b>(387,347)</b>	<b>(396,401)</b>	<b>(405,668)</b>	<b>(415,154)</b>	<b>(424,348)</b>	<b>(434,277)</b>	<b>(443,914)</b>
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>127,421</b>	<b>76,704</b>	<b>96,778</b>	<b>149,746</b>	<b>151,497</b>	<b>153,252</b>	<b>155,011</b>	<b>156,772</b>	<b>158,534</b>	<b>160,814</b>	<b>162,589</b>	<b>164,889</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
Payments for Construction of Infrastructure	(161,493)	(1,375,000)	(650,000)	(70,000)	(120,000)	(175,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(80,000)
Grants / Contributions for the Development of Assets	-	650,000	300,000	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(161,493)</b>	<b>(725,000)</b>	<b>(350,000)</b>	<b>(70,000)</b>	<b>(120,000)</b>	<b>(175,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(80,000)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
Repayment of Loans	(928)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>(928)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(35,000)</b>	<b>(648,296)</b>	<b>(253,222)</b>	<b>79,746</b>	<b>31,497</b>	<b>(21,748)</b>	<b>105,011</b>	<b>106,772</b>	<b>108,534</b>	<b>110,814</b>	<b>112,589</b>	<b>84,889</b>
Cash at Beginning of Year	1,303,000	1,268,000	619,704	366,482	446,228	477,725	455,977	560,988	667,759	776,294	887,108	999,697
<b>Cash at the End of Year</b>	<b>1,268,000</b>	<b>619,704</b>	<b>366,482</b>	<b>446,228</b>	<b>477,725</b>	<b>455,977</b>	<b>560,988</b>	<b>667,759</b>	<b>776,294</b>	<b>887,108</b>	<b>999,697</b>	<b>1,084,585</b>



## Walcha Council Plan 2017/18 to 2026/27

### Statement of Financial Position

*Sewerage Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	1,268,000	619,704	366,482	446,228	477,725	455,977	560,988	667,759	776,294	887,108	999,697	1,084,585
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Inventories - Land Held for Resale	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>1,294,000</b>	<b>645,704</b>	<b>392,482</b>	<b>472,228</b>	<b>503,725</b>	<b>481,977</b>	<b>586,988</b>	<b>693,759</b>	<b>802,294</b>	<b>913,108</b>	<b>1,025,697</b>	<b>1,110,585</b>
<b>NON-CURRENT ASSETS</b>												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Property, Plant and Equipment	170,287	169,513	168,788	167,910	167,032	166,154	165,276	164,398	163,520	162,642	161,764	160,886
Infrastructure	4,323,422	5,624,197	6,198,922	6,123,847	6,098,773	6,128,700	6,033,628	5,938,557	5,843,487	5,748,418	5,653,350	5,588,284
<b>Total Non-Current Assets</b>	<b>4,493,709</b>	<b>5,793,709</b>	<b>6,367,709</b>	<b>6,291,756</b>	<b>6,265,804</b>	<b>6,294,853</b>	<b>6,198,904</b>	<b>6,102,955</b>	<b>6,007,007</b>	<b>5,911,060</b>	<b>5,815,114</b>	<b>5,749,169</b>
<b>TOTAL ASSETS</b>	<b>5,787,709</b>	<b>6,439,413</b>	<b>6,760,191</b>	<b>6,763,984</b>	<b>6,769,529</b>	<b>6,776,830</b>	<b>6,785,891</b>	<b>6,796,714</b>	<b>6,809,301</b>	<b>6,824,168</b>	<b>6,840,811</b>	<b>6,859,755</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Current Portion of Long Term Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NON-CURRENT LIABILITIES</b>												
Long Term Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET ASSETS</b>	<b>5,787,709</b>	<b>6,439,413</b>	<b>6,760,191</b>	<b>6,763,984</b>	<b>6,769,529</b>	<b>6,776,830</b>	<b>6,785,891</b>	<b>6,796,714</b>	<b>6,809,301</b>	<b>6,824,168</b>	<b>6,840,811</b>	<b>6,859,755</b>

## Walcha Council Plan 2017/18 to 2026/27

### Statement of Changes in Equity

*Sewerage Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>EQUITY</b>												
<b>RETAINED SURPLUS</b>												
Balance 1 July	2,718,000	2,765,709	3,417,413	3,738,191	3,741,984	3,747,529	3,754,830	3,763,891	3,774,714	3,787,301	3,802,168	3,818,811
Transfer from / (to) Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Operating Result for the Year	47,709	651,704	320,778	3,793	5,545	7,301	9,061	10,823	12,587	14,868	16,643	18,944
<b>Balance 30 June</b>	<b>2,765,709</b>	<b>3,417,413</b>	<b>3,738,191</b>	<b>3,741,984</b>	<b>3,747,529</b>	<b>3,754,830</b>	<b>3,763,891</b>	<b>3,774,714</b>	<b>3,787,301</b>	<b>3,802,168</b>	<b>3,818,811</b>	<b>3,837,755</b>
<b>CASH BACKED RESERVES</b>												
Balance 1 July	-	-	-	-	-	-	-	-	-	-	-	-
Transfer (from) / to Reserve	-	-	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ASSET REVALUATION RESERVE</b>												
Balance 1 July	2,960,000	3,022,000	3,022,000	3,022,000	3,022,000	3,022,000	3,022,000	3,022,000	3,022,000	3,022,000	3,022,000	3,022,000
Revaluation reserve movements	62,000	-	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>	<b>3,022,000</b>
<b>TOTAL EQUITY</b>												
<b>Balance 30 June</b>	<b>5,787,709</b>	<b>6,439,413</b>	<b>6,760,191</b>	<b>6,763,984</b>	<b>6,769,529</b>	<b>6,776,830</b>	<b>6,785,891</b>	<b>6,796,714</b>	<b>6,809,301</b>	<b>6,824,168</b>	<b>6,840,811</b>	<b>6,859,755</b>
<b>Net Assets as Balance Sheet</b>	<b>5,787,709</b>	<b>6,439,413</b>	<b>6,760,191</b>	<b>6,763,984</b>	<b>6,769,529</b>	<b>6,776,830</b>	<b>6,785,891</b>	<b>6,796,714</b>	<b>6,809,301</b>	<b>6,824,168</b>	<b>6,840,811</b>	<b>6,859,755</b>

## Walcha Council Plan 2017/18 to 2026/27

### Ten Year Capital Works Program

#### Sewerage Services Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>INFRASTRUCTURE - SEWER NETWORK</b>												
STP Upgrade		1,300,000	600,000	-	-	-	-	-	-	-	-	-
STP Building Renewal			-	-	-	125,000	-	-	-	-	-	-
Sewer Relining		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Infiltration Dye Test			-	-	50,000	-	-	-	-	-	-	-
IWCM - Integrated Water Cycle Management - Sewer		25,000	-	20,000	20,000	-	-	-	-	-	-	30,000
Backup Generator - 50KV <sub>a</sub>	25,560											
Work in progress	135,933											
<b>Total Infrastructure Sewer Network</b>	<b>161,493</b>	<b>1,375,000</b>	<b>650,000</b>	<b>70,000</b>	<b>120,000</b>	<b>175,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>80,000</b>
<b>CAPITAL WORKS TOTAL</b>	<b>161,493</b>	<b>75,000</b>	<b>50,000</b>	<b>70,000</b>	<b>120,000</b>	<b>175,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>80,000</b>
<b>SOURCE OF FUNDING</b>												
SEWER FUND		650,000	300,000	-	-	-	-	-	-	-	-	-
FUNDING APPLICATIONS		-	-	-	-	-	-	-	-	-	-	-
		<b>650,000</b>	<b>300,000</b>	-	-	-	-	-	-	-	-	-

## Walcha Council Plan 2017/18 to 2026/27

### Depreciation Schedule

*Sewerage Services Base Case*

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>LAND AND BUILDINGS</b>												
<b>Dep'n Rate:</b>												
Operational Land												
Community Land												
Land Acquisition	-	-	-	-	-	-	-	-	-	-	-	-
Land Disposed	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Land</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>
Book Value of Buildings & Other Structures												
Buildings Acquisition	-	-	-	-	-	-	-	-	-	-	-	-
Buildings Disposed	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>13,063</b>	<b>12,287</b>	<b>11,513</b>	<b>10,788</b>	<b>9,910</b>	<b>9,032</b>	<b>8,154</b>	<b>7,276</b>	<b>6,398</b>	<b>5,520</b>	<b>4,642</b>	<b>3,764</b>
Depreciation	(776)	(774)	(725)	(878)	(878)	(878)	(878)	(878)	(878)	(878)	(878)	(878)
Fair Value Adjustment												
<b>Book Value of Buildings</b>	<b>12,287</b>	<b>11,513</b>	<b>10,788</b>	<b>9,910</b>	<b>9,032</b>	<b>8,154</b>	<b>7,276</b>	<b>6,398</b>	<b>5,520</b>	<b>4,642</b>	<b>3,764</b>	<b>2,886</b>
<b>TOTAL PROPERTY PLANT AND EQUIPMENT</b>												
New Property Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>171,063</b>	<b>170,287</b>	<b>169,513</b>	<b>168,788</b>	<b>167,910</b>	<b>167,032</b>	<b>166,154</b>	<b>165,276</b>	<b>164,398</b>	<b>163,520</b>	<b>162,642</b>	<b>161,764</b>
Depreciation	(776)	(774)	(725)	(878)	(878)	(878)	(878)	(878)	(878)	(878)	(878)	(878)
Fair Value Adjustment												
<b>Book Value of Total Property Plant and Equipment</b>	<b>170,287</b>	<b>169,513</b>	<b>168,788</b>	<b>167,910</b>	<b>167,032</b>	<b>166,154</b>	<b>165,276</b>	<b>164,398</b>	<b>163,520</b>	<b>162,642</b>	<b>161,764</b>	<b>160,886</b>
<b>INFRASTRUCTURE (ALL)</b>												
Existing Infrastructure												
Additions	161,602	1,375,000	650,000	70,000	120,000	175,000	50,000	50,000	50,000	50,000	50,000	80,000
<b>Total Infrastructure</b>	<b>4,331,539</b>	<b>5,698,422</b>	<b>6,274,197</b>	<b>6,268,922</b>	<b>6,243,847</b>	<b>6,273,773</b>	<b>6,178,700</b>	<b>6,083,628</b>	<b>5,988,557</b>	<b>5,893,487</b>	<b>5,798,418</b>	<b>5,733,350</b>
Depreciation	(69,613)	(74,225)	(75,275)	(145,075)	(145,074)	(145,073)	(145,072)	(145,071)	(145,070)	(145,069)	(145,068)	(145,067)
Fair Value Adjustment	61,496											
<b>Book Value Infrastructure</b>	<b>4,323,422</b>	<b>5,624,197</b>	<b>6,198,922</b>	<b>6,123,847</b>	<b>6,098,773</b>	<b>6,128,700</b>	<b>6,033,628</b>	<b>5,938,557</b>	<b>5,843,487</b>	<b>5,748,418</b>	<b>5,653,350</b>	<b>5,588,284</b>
<b>Total Assets</b>	<b>4,493,709</b>	<b>5,793,709</b>	<b>6,367,709</b>	<b>6,291,756</b>	<b>6,265,804</b>	<b>6,294,853</b>	<b>6,198,904</b>	<b>6,102,955</b>	<b>6,007,007</b>	<b>5,911,060</b>	<b>5,815,114</b>	<b>5,749,169</b>
	(937)											
<b>Total Depreciation</b>	<b>(70,389)</b>	<b>(75,000)</b>	<b>(76,000)</b>	<b>(145,953)</b>	<b>(145,952)</b>	<b>(145,951)</b>	<b>(145,950)</b>	<b>(145,949)</b>	<b>(145,948)</b>	<b>(145,947)</b>	<b>(145,946)</b>	<b>(145,945)</b>
Depreciation on New Assets	(46,865)	(398,750)	(188,500)	(20,300)	(34,800)	(50,750)	(14,500)	(14,500)	(14,500)	(14,500)	(14,500)	(23,200)

## Walcha Council Plan 2017/18 to 2026/27

### Key Performance Indicators

#### Sewerage Services Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>OPERATING PERFORMANCE RATIO</b>												
Total Continuing Operating Revenue	440,000	455,354	458,198	519,607	529,999	540,599	551,411	562,440	573,688	585,162	596,865	608,803
Less Operating Exp incl interest & depreciation	392,000	453,650	437,420	515,815	524,454	533,298	542,351	551,617	561,102	570,295	580,223	589,859
= Net Operating Result	48,000	1,704	20,778	3,793	5,545	7,301	9,061	10,823	12,587	14,868	16,643	18,944
Divided by continuing operating revenue	440,000	1,105,354	758,198	519,607	529,999	540,599	551,411	562,440	573,688	585,162	596,865	608,803
<b>Ratio Target - (+ve) Between 0% and 15%</b>	<b>10.91%</b>	<b>0.15%</b>	<b>2.74%</b>	<b>0.73%</b>	<b>1.05%</b>	<b>1.35%</b>	<b>1.64%</b>	<b>1.92%</b>	<b>2.19%</b>	<b>2.54%</b>	<b>2.79%</b>	<b>3.11%</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>8.54%</b>	<b>4.60%</b>	<b>1.21%</b>	<b>1.51%</b>	<b>1.04%</b>	<b>1.35%</b>	<b>1.64%</b>	<b>1.92%</b>	<b>2.22%</b>	<b>2.51%</b>	<b>2.81%</b>
<b>OWN SOURCE OPERATING REVENUE RATIO</b>												
Total continuing operating revenue (less All grants)	431,000	1,096,354	749,063	510,290	520,495	530,905	541,523	552,354	563,401	574,669	586,162	597,886
Divided by Total continuing operating revenue (inc capital grants)	440,000	1,755,354	1,058,198	519,607	529,999	540,599	551,411	562,440	573,688	585,162	596,865	608,803
<b>Ratio Target &lt; or = to 60%</b>	<b>98%</b>	<b>62%</b>	<b>71%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>86%</b>	<b>77%</b>	<b>77%</b>	<b>89%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>
<b>UNRESTRICTED CURRENT RATIO</b>												
no liabilities												
<b>DEBT SERVICE COVER RATIO</b>												
no borrowings												
<b>Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>												
Rates, Annual & Extra Charges Outstanding	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Rates, Annual & Extra Charges Collectible	339,000	383,920	387,063	426,090	434,091	442,253	450,578	459,070	467,731	476,566	485,577	494,769
<b>Ratio Target &lt; 10%</b>	<b>7.67%</b>	<b>6.77%</b>	<b>6.72%</b>	<b>6.10%</b>	<b>5.99%</b>	<b>5.88%</b>	<b>5.77%</b>	<b>5.66%</b>	<b>5.56%</b>	<b>5.46%</b>	<b>5.35%</b>	<b>5.25%</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>8.19%</b>	<b>7.05%</b>	<b>6.53%</b>	<b>6.27%</b>	<b>5.99%</b>	<b>5.88%</b>	<b>5.77%</b>	<b>5.66%</b>	<b>5.56%</b>	<b>5.46%</b>	<b>5.36%</b>
<b>CASH EXPENSE COVER RATIO</b>												
Current Year Cash & Cash Equivalents + all Term Deposits	1,268,000	619,704	366,482	446,228	477,725	455,977	560,988	667,759	776,294	887,108	999,697	1,084,585
Payments from Cashflow of Operating & Financing Activities	26,833	31,554	30,118	30,822	31,542	32,279	33,033	33,806	34,596	35,362	36,190	36,993
<b>Ratio Target Greater than 3</b>	<b>47.25</b>	<b>19.64</b>	<b>12.17</b>	<b>14.48</b>	<b>15.15</b>	<b>14.13</b>	<b>16.98</b>	<b>19.75</b>	<b>22.44</b>	<b>25.09</b>	<b>27.62</b>	<b>29.32</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>40.27</b>	<b>26.35</b>	<b>15.43</b>	<b>13.93</b>	<b>14.58</b>	<b>15.42</b>	<b>16.95</b>	<b>19.72</b>	<b>22.43</b>	<b>25.05</b>	<b>27.34</b>

## Walcha Council Plan 2017/18 to 2026/27

### Key Performance Indicators

#### Sewerage Services Base Case

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL		CURRENT YEAR									
<b>BUILDING AND INFRASTRUCTURE ASSET RENEWAL RATIO</b>												
Asset Renewals (Buildings, Infrastructure & Other Structures)	161,493	75,000	50,000	70,000	120,000	175,000	50,000	50,000	50,000	50,000	50,000	80,000
Divided by Depreciation/Amortisation/Impairment	69,613	74,225	75,275	145,075	145,074	145,073	145,072	145,071	145,070	145,069	145,068	145,067
<b>Ratio Target over 100%</b>	<b>232.0%</b>	<b>101.0%</b>	<b>66.4%</b>	<b>48.3%</b>	<b>82.7%</b>	<b>120.6%</b>	<b>34.5%</b>	<b>34.5%</b>	<b>34.5%</b>	<b>34.5%</b>	<b>34.5%</b>	<b>55.1%</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>133.4%</b>	<b>133.2%</b>	<b>71.9%</b>	<b>65.8%</b>	<b>83.9%</b>	<b>79.3%</b>	<b>63.2%</b>	<b>34.5%</b>	<b>34.5%</b>	<b>34.5%</b>	<b>41.4%</b>
<b>INFRASTRUCTURE BACKLOG RATIO</b>												
Estimated Cost to bring Assets to Satisfactory Condition	735,000	298,700	307,661	316,891	326,398	336,189	346,275	356,663	367,363	378,384	389,736	401,428
Divided by Total WDV of Infrastructure, Buildings & Other Structures	4,335,709	5,635,709	6,209,709	6,133,756	6,107,804	6,136,853	6,040,904	5,944,955	5,849,007	5,753,060	5,657,114	5,591,169
<b>Ratio Target Less than 2%</b>	<b>17.0%</b>	<b>5.3%</b>	<b>5.0%</b>	<b>5.2%</b>	<b>5.3%</b>	<b>5.5%</b>	<b>5.7%</b>	<b>6.0%</b>	<b>6.3%</b>	<b>6.6%</b>	<b>6.9%</b>	<b>7.2%</b>
<b>ASSET MAINTENANCE RATIO</b>												
Actual Asset Maintenance	59,000	60,770	62,593	64,471	66,405	68,397	70,449	72,563	74,739	76,982	79,291	81,670
Required Asset Maintenance	61,000	59,000	60,770	62,593	64,471	66,405	68,397	70,449	72,563	74,739	76,982	79,291
<b>Ratio Target &gt;1</b>	<b>96.7%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>105.9%</b>	<b>100.9%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>	<b>103.0%</b>
<b>CAPITAL EXPENDITURE RATIO</b>												
Annual Capital Expenditure	161,493	75,000	50,000	70,000	120,000	175,000	50,000	50,000	50,000	50,000	50,000	80,000
Annual Depreciation	70,389	75,000	76,000	145,953	145,952	145,951	145,950	145,949	145,948	145,947	145,946	145,945
<b>Ratio Target &gt;1.10</b>	<b>2.29</b>	<b>1.00</b>	<b>0.66</b>	<b>0.48</b>	<b>0.82</b>	<b>1.20</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	<b>0.55</b>
<b>AVERAGE OVER 3 YEARS</b>		<b>1.32</b>	<b>1.32</b>	<b>0.71</b>	<b>0.65</b>	<b>0.83</b>	<b>0.79</b>	<b>0.63</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	<b>0.41</b>