

# **Glen Innes Severn Council**



## **Long Term Financial Plan 2011-2021**

23 June 2011

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## INTRODUCTION

The Long Term Financial Plan is for 10 years (2011-2021) and outlines the assumptions that underpin the operational revenue and expenditure over the life of the plan. In addition, it sets out loans and grants revenue that is needed to fulfill capital projects in line with the strategic outcomes within the Community Strategic Plan.

Council has a number of Strategic Financial Objectives that are incorporated within the budget process for estimates and these relate to financial indicators as well as Council's specific measures, such as ensuring that a reasonable percentage of rates revenue will be spent of roads infrastructure.

The estimated annual operational budget increases from \$26 million in 2011-12 to \$31 million in 2020-21 and is inclusive of depreciation levels of \$7.8 million annually.

On the revenue side three (3) percent annual rate increases are factored in and it is anticipated that we will be able to secure additional grant funding for regional economic development projects (CBD Master Plan) and Financial Assistant Grant increases for the Roads component. In summary, it is anticipated that rates and annual charges will increase by \$2.2 million, user charges by \$700,000 and operational grants by \$2.4 million over the 10 years.

Overall, there are only minor budgeted increases in expenditure over the 10 year plan and these are in line with award salary increases and CPI increases on consumables. In summary, the average increase for materials and contracts is only \$32,255, but it is important to acknowledge that projects get capitalised and find their way into the Balance Sheet - reducing the increased value of this particular line item within the Income Statement. Employee costs, including on-costs such as workers compensation and superannuation, increase by \$3.2 million over the 10 years. Borrowing costs will increase on average by \$529,942 over the period, in line with planned projects that involve new loans to the total of **\$13.16 million**.

In line with what the community expressed during the Community Engagement period informing the development of the Community Strategic Plan, roads infrastructure has been allocated the largest proportion of funds over the life of the plan. Roads infrastructure projects will be implemented as per the asset management plan and associated services levels that will be reviewed and negotiated with the community. It is estimated that Council's General Fund (ratepayers and grants revenue) will contribute a minimum of \$54.56 million over the 10 years of this plan, consisting of \$14.56 million for roads-related infrastructure capital projects and a minimum of \$4 million per year in operational funds towards roads infrastructure maintenances; totalling \$40 million over the 10 years.

Further, loan funds have been allocated to securing water storage/site (\$3.86 million), renewal of the Glen Innes Swimming Pool (\$1 million), funds to accommodate administration staff in one building to ensure efficient and productive processes (\$3.3 million), co-location of Aged and Disability Services (\$1 million) and sourcing of grant funding to implement the CBD Master Plan (\$3 million).

The nett operating result will be in deficit for each year of this 10 year financial plan with the last financial year 2020-21 of this plan having a deficit of \$3.61 million. This is due completely to asset revaluations and whereby Council's total depreciation per year has increased by approximately \$3.5 million on current figures of \$3.46 million. This means that the nett operating result for each year of the long term financial year is around \$1.5 million to \$3.8 million in deficit. This illustrates the fact that we have a substantial backlog of works.

## **PLANNING ASSUMPTIONS**

### **Demographics**

Our population is anticipated to slowly increase over the 10 years to at least 10,000; which is an average increase of 122 people per year across the Local Government Area based on the 2006 Census. This increase is factored in acknowledging that our key asset infrastructure will be able to support such an increase. For example, we believe that our current Water and Sewer systems will support such an increase. Our community services will support such an increase and be able to access increased funding as needed.

### **Economic Development and Growth**

This is a key area of focus over the next 10 years; with major projects such as the enhancement of the Central Business District, encouragement of business development and job creation. Council will review and implement the Economic Development Plan and aim to source external funding for projects that will enhance and sustain the Glen Innes Severn Local Government Area into the future.

In addition, Council will review and monitor commercial leases and the aim will be to increase revenue from such ventures.

Business growth and industry development will actively be encouraged as this will foster a sustained population growth and diversified employment opportunities.

Council's Community Services will continue to grow as part of the implementation of the Aged and Disability 10 year 2008-2018 Strategic Plan to cater for increased needs in this area and in turn provide for more job creation.

### **Service Levels**

Council will meet its service levels as per the Asset Management Plan. These service levels however, may not meet with community expectations and this has to be discussed with the community over the 10 year period on a regular basis and be modified accordingly.

Budgets required to address the back log of roads, bridges and associated infrastructure work includes loans and the assumption that infrastructure grant funding will be increased over time.

### **Rate Pegging**

We have made the assumption in our 10 year financial plan that an annual rate increase of three (3) percent is reasonable.

## FINANCIAL STRATEGIC OBJECTIVES

1. To maintain a realistic and achievable budgeted cash surplus each financial year to maintain an unrestricted current ratio of at least 2.00 – 1.00; thereby ensuring access to adequate working funds on a continual basis.

*How: Council will budget for a realistic cash surplus each financial year.*

2. To ensure that a realistic and reasonable percentage of Council's rates revenue is expended on roads infrastructure.

*How: Council will identify the various grant components together with percentage of rate revenue allocated to roads infrastructure and report this to the community.*

3. To maintain sufficient funds to meet known financial commitments beyond the current financial year, and to renew or acquire new capital infrastructure assets in line with Council's Asset Management Plans for its various infrastructure assets.

*How: This long term financial plan has factored in the aspect of this objective and the new Asset Management Plans will be refined over time to advanced levels.*

4. To continually assess all expenditure to ensure consistency with Council's newly developed and adopted strategic objectives.

*How: This will be completed at budget quarterly reviews and reported to the community as well as forming part of Council's annual budget preparations for the Operational Plan. Council's Annual Reports will also reflect the budgets against the measures in the Delivery Program strategic objectives.*

5. To continually review all operating expenditure and improve efficiency in service delivery where possible.

*How: Council has developed a philosophy of "continuous improvement" where staff are continuously looking at creative ways in carrying out their functions with the best use of Council's resources whilst remaining focussed on quality and customer service.*

6. To concentrate expenditure upon capital renewal, rather than creating new assets, as this will increase Council's maintenance budget into the future.

*How: This long term financial plan has kept new assets to a minimum and in all instances current assets will be sold so that the total number of Council assets that need to be maintained will actually decrease over time. For example, the co-location of Community Services into one (1) building will be replacing two (2) current assets with one. Roads infrastructure will focus on renewal or existing assets, and not creating new assets.*

7. To reduce Council-owned assets which do not align with Council's adopted strategic objectives, and place an unnecessary ongoing maintenance burden on Council and the community.

*How: Council will review, at least every three (3) years commencing in year one (1) of this plan, the Corporate Property Policy and assess land and building assets, including crown land of which Council is the trustee, for their status and potential. For example, should property be sold, leased commercially or new land be purchased.*

8. To implement user-pay principles on service provision and assets, excluding known and Council-approved community service obligations.

*How: Council will continue to implement user-pay principles and expand these principles into commercial and market rates where applicable.*

9. To maximise returns on Council's investments, without increasing Council's investment risk above acceptable levels.

*How: Council reports to the community on a monthly basis of funds invested and what institutions are holding these investments. In addition, Council's Investment Policy is reviewed at least every two (2) years or when required.*

10. To attract and maximise government grants and subsidies as external funding sources for Council services.

*How: Council has factored in funding from State and Federal Government throughout the long term financial plan both in respect to recurrent and one-off grants. For example, the anticipated funding of \$3 million from Regional Development Australia is a one-off project to implement the CBD Master Plan.*

## **BUDGET FORECAST**

All spreadsheets contained at the end of this Long Term Financial Plan are based on the figures and assumptions within this section of budget forecasts.

### **Operational Income**

As already stated, Council is anticipating a three (3) percent rate increase each year over the time of this plan, except for the financial year 2011-12 when the rate increase is predicted to be 2.8%.

Fees and charges have had an annual increase by three (3) percent as a general rule with statutory and client fees needing to be mentioned as they may vary over time. For example, regulatory fees are set by State Government and Aged and Disability Services Client fees and Child Care fees may vary from year to year pending standards, capacity and utilisation.

Council estimates an increase in interest on investments by 0.25% annually.

It is anticipated that the Federal Government's Financial Assistance Grant will be increased by four (4) percent annually; however the "Roads Component" part of the grant funding has been increased from 2014-15 to match increased expenditure of \$700,000 annually.

Other income areas are maintained at 2010-11 levels except:

- Community Services grants and subsidies; which are increased by 2.25% annually;
- Development and Planning Fees which will be increased by legislation for 2011-12, and fees to remain the same thereafter.
- Roads To Recovery (R2R) is a five (5) year Program and remains the same for the life of the existing program. A new program is due to start in 2014-15, and allows for 50% increase in that year (2014-15) with a zero increase thereafter.
- Roads Block Grant allows for a 3% increase per annum.

Regional Development Australia Grant of \$3 million is anticipated to be obtained in 2011-12 (with expenditure in 2012-13 and 2013-14, see Capital Expenditure) for the implementation of the CBD Master Plan.

State and/or Federal Capital Grant of \$1 million is anticipated to be obtained in year 2012-13 to assist with the funding of Co-location of Aged and Disability Services that are fully funded by State and Federal Government and operated by Council.

### **Loans required for Projects**

Note that within this section maturing loans are taken into account as well as Transfers to/from Restricted Assets in the spreadsheets at the end. All loans are to be serviced over a period of 25 years unless otherwise stated.



The total loan moneys that is required to be borrowed by the General Fund in order to resource the actions within the Community Strategic Plan is \$10.35 million consisting of \$4million for road-related capital works, \$1.05 million water storage, \$3.3 million administration building, \$1 million aged and disability services and \$1 million swimming pool).

Two alternative capital works scenarios have been developed as contingency in the event that Council is not able to borrow the required funds. These are:

1. Less \$3.3 million for Administration Building (leavening \$2 million funded project) reducing the amounts borrowed over 10 years to \$7.5 million.
2. Less \$3.3 million for Administration Building **and** less \$2 million (year four (4) and eight (8)) for Roads Infrastructure reducing the amounts borrowed over 10 years to \$5.5million (see figure 2, page 13).

Details of anticipated loans year by year are as follows: (also see figure 2, page 13).

**Year 1            2011-12**

- For securing of water-related land/assets \$3.86 million loan (\$1.05 million General Fund for land and \$2.81 million for water storage - Water Fund);

**Year 2            2012-13**

- Road-related works - \$1million, repayment over 10 years (as part of 10 year loan).
- Co-location of Aged and Disability Services - loan \$1 million (sale of land \$500,000, reserves \$700,000 and anticipated grant funds \$1 million). Total project \$3.2 million.

**Year 3            2013-14**

- Renewal/upgrade of Glen Innes Swimming Pool - Swimming Pool. Total estimated cost \$1 million loan.

**Year 4            2014-15**

- Co-location of all administrative staff into one building \$3.3 million loan (\$1.2 million reserves infrastructure funds and \$800,000 from the sale of land) Total project \$5.3 million.
- Road-related works – \$1 million, repayment over 10 years (as part of 10 year loan).

**Year 5            2015-16**

- Nil.

**Year 6            2016-17**

- Road-related works – \$1 million, repayment over 10 years (as part of 10 year loan).

**Year 7            2017-18**

- Nil.

## Year 8

- Road-related works - \$1 million, repayment over 10 years (as part of 10 year loan).

Note: \$1 million loans for ROADWORKS in years 2, 4, 6 and 8, repayment over 10 years (as part of 10 year loans) total \$4 million.

## Operational Expenditure

The predicted salary increases for staff are 2.5% for 2011-12 and then award increases for 2012-13 (3.25%) and 2013-14 (3.25%) followed by a predicted 3.5% for the following years until 2020-21.

Estimated increases of three (3) percent annually have been factored for Fuel, Materials and Contracts.

In order to keep the operational expenditure budget as close as possible to a balanced budget all other expenditure areas increase by 2.0% annually – except:

- Electricity - 17% in 2011-12 then 1.0% thereafter;
- Property Insurance – 5% in 2011-12 (due to revaluations) then 1.0% thereafter.

Depreciation is estimated at \$7.8 million each year and based on a straight line. This is an increase of approximately \$3.5 million from \$4.3 million in 2009-10.

## Capital Works

Funds set aside for regular projects are:

- Water-related projects as per the Asset Management Plan - funded through the Water Fund estimated at \$180,000 annually.
- Sewer-related projects as per the Asset Management Plan - funded through the Sewer Fund estimated at \$200,000 annually.
- Roads infrastructure projects as per the Asset Management Plan - estimated at \$1.2 million for 2011/12 then \$1,040,000 per annum plus \$1 million in loan funds in years two (2), four (4), six (6), and eight (8).
- This means that Council's General Fund (ratepayers/revenue funds) is estimated to spend a total of **\$14,560,000** on roads-related infrastructure over the 10 year period.
- Projects within the parks and open spaces are in line with the Asset Management Plan estimated at \$150,000 annually.
- Projects, in line with the Information Technology Strategic Plan, and miscellaneous projects within the Corporate and Community Services Department, are estimated at \$150,000 annually.

## **Capital Works - Major Projects**

- The implementation of the CBD Master Plan. It is predicated that Council will be successful in receiving grant funding from the Regional Development Australia Grant Program of \$3 million (2012-13 and 2013-14).
- Council has factored in a loan of \$1 million to renew/upgrade the Glen Innes Swimming Pool in 2013-14.
- The current accounting software needs replacing. In 2012-13, \$300,000 has been set aside for a new accounting system for the Finance Section, and will be funded from reserves.
- The Co-location of Administration Staff to address a sub-standard working environment such as poor lighting and ventilation, inadequate amenities, inefficient use of resources and energy wastage. This is a building project estimated at a total cost of \$ 5.3 million (\$3.3 million loan, \$1.2 million reserves and \$800,000 from the sale of building/land (2014-15).
- The co-location of Aged and Disability Services is estimated at \$3.2 million (sale of land \$500,000, reserves \$700,000, \$1 million loan and grant funds \$1 million) and is anticipated to be pursued in 2012-13 and 2013-14.

## FINANCIAL REPORTING

The detailed reports at the end of this document are as follows:

- Key Performance Indicators for the Consolidated Budget. The indicators show that Council is in a good position in relation to the Unrestricted Current Ratio and Debt Services Ratio, but not favourable in the areas of Operational Results before Capital Grants and Contributions (due to increase in depreciation), as well as an unfavourable rating for Building and Infrastructure Renewal Ratio (which is evident in the Asset Management Plans).
- Income Statement, Balance Sheet, Cash Flow Statement and Equity Statement have been provided for the Consolidated Fund, General Fund, Water Fund and Sewer Fund respectively.
- Income Statement, Balance Sheet, Cash Flow Statement and Equity Statement have been provided for the Consolidated Fund and General Fund in line with backup scenario one (1) which relates to less loans of \$3.3 million (administration building).
- Income Statement, Balance Sheet, Cash Flow Statement and Equity Statement have been provided for the Consolidated Fund and General Fund in line with back up scenario two (2) which relates to less loans of \$3.3 million (administration building) and \$2 million for roads capital work, totalling \$5.3 million.

## Capital Projects - figure 1

### Major Projects - Capital

1	2	3	4	5	6	7	8	9	10
2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020	2020/2021
	CBD Master Plan \$1.5mil	CBD Master Plan \$1.5mil	Admin building \$3.3mil						
Roads \$1.2mil	Roads \$2.04mil	Roads \$1.04mil	Roads \$2.04mil	Roads \$1.04mil	Roads \$2.04mil	Roads \$1.04mil	Roads \$2.04mil	Roads \$1.04mil	Roads \$1.04mil
	(Aged and Disability Services \$1.2mil)	Swimming pool Upgrade \$1mil							
	Accounting system \$300,000	(Aged and Disability Services \$3.2mil)							

### Other capital project funds

1	2	3	4	5	6	7	8	9	10
2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020	2020/2021
Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000	Water Fund \$180,000
Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000	Sewer Fund \$200,000
Parks \$150,000	Parks \$150,000	Parks \$150,000	Parks \$150,000	Parks \$150,000	Parks \$150,000	Parks \$150,000	Parks \$150,000	Parks \$150,000	Parks \$150,000
Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000	Admin/IT \$150,000

### Total:

2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020	2020/2021
\$1.88mil	\$5.72mil	\$7.42mil	\$6.02mil	\$1.72mil	\$2.72mil	\$1.72mil	\$2.72mil	\$1.72mil	\$1.72mil

## Loans - figure 2

**Borrowings General Fund Total: \$10.35mil**

1	2	3	4	5	6	7	8	9	10
2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020	2020/2021
\$1.05mil Land (water site)	\$1mil Roadworks	\$1mil Swimming pool	\$3.3mil Admin Building		\$1mil Roadworks		\$1mil Roadworks		
	\$1mil Aged and Disability Services		\$1mil Roadworks						

**Backup Scenario 1: Less loan Funds of \$3.3mil for administration building. Total: \$7.05mil**

1	2	3	4	5	6	7	8	9	10
2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020	2020/2021
\$1.05mil Land (water site)	\$1mil Roadworks	\$1mil Swimming pool	\$1mil Roadworks		\$1mil Roadworks		\$1mil Roadworks		
	\$1mil Aged and Disability Services								

**Backup Scenario 2: Less loan Funds of \$3.3mil for administration building and less roads infrastructure loan \$2mil. Total: \$5.05mil**

1	2	3	4	5	6	7	8	9	10
2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/2019	2019/2020	2020/2021
\$1.05mil Land (water site)	\$1mil Roadworks	\$1mil Swimming pool			\$1mil Roadworks				
	\$1mil Aged and Disability Services								

## Financial reports: Income Statement, Balance Sheet, Cash Flow and Equity

**Glen Innes Severn Council**  
**10 Year Financial Plan for the Years ending 30 June 2021**

**KEY PERFORMANCE INDICATORS - CONSOLIDATED**

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
<b>KPI within LG Financial Health Check Guidelines</b>											
<b>Scenario 1 - Base Model</b>											
Operational Result before capital Grants & Contributions	●	●	●	●	●	●	●	●	●	●	●
Unrestricted Current Ratio	●	●	●	●	●	●	●	●	●	●	●
Debt Service Ratio	●	●	●	●	●	●	●	●	●	●	●
Building & Infrastructure Renewals Ratio	●	●	●	●	●	●	●	●	●	●	●



Glen Innes Severn Council  
10 Year Financial Plan for the Years ending 30 June 2021

INCOME STATEMENT - CONSOLIDATED	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	6,574,000	6,896,360	7,106,785	7,696,169	7,927,054	8,164,866	8,409,812	8,662,106	8,921,970	9,189,629	9,465,318	9,749,277
User Charges & Fees	2,678,000	2,818,436	2,530,818	2,599,461	2,670,116	2,742,842	2,817,702	2,894,757	2,974,073	3,055,716	3,139,755	3,224,595
Interest & Investment Revenue	688,000	503,450	605,748	616,230	626,969	637,972	649,246	660,797	672,632	684,760	697,187	709,921
Other Revenues	860,000	876,490	1,302,696	1,682,378	1,712,952	1,744,444	1,776,880	1,810,289	1,844,699	1,880,142	1,916,648	1,954,249
Grants & Contributions provided for Operating Purposes	8,914,000	8,910,898	9,421,746	9,647,393	8,890,383	9,841,399	10,128,724	10,425,769	10,732,882	11,050,423	11,378,767	11,718,301
Grants & Contributions provided for Capital Purposes	975,000	946,824	2,242,619	2,404,479	1,910,953	917,622	924,492	931,566	938,853	946,359	954,090	962,053
<b>Other Income:</b>												
Net gains from the disposal of assets	22,000	-	69,604	431,000	51,000	536,000	51,000	51,000	51,000	51,000	51,000	51,000
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>20,711,000</b>	<b>20,952,458</b>	<b>23,280,016</b>	<b>25,077,110</b>	<b>23,789,428</b>	<b>24,585,145</b>	<b>24,757,855</b>	<b>25,436,284</b>	<b>26,136,109</b>	<b>26,856,028</b>	<b>27,602,765</b>	<b>28,369,397</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,455,000	8,587,228	9,546,032	9,820,263	10,137,281	10,482,684	10,839,738	11,208,999	11,591,048	11,986,007	12,394,485	12,817,110
Borrowing Costs	536,000	516,621	727,113	779,771	910,804	956,978	1,261,745	1,192,196	1,218,028	1,156,362	1,169,278	1,093,356
Materials & Contracts	5,310,000	4,679,909	4,914,865	4,060,420	4,199,620	4,353,187	4,511,045	4,673,322	4,840,151	5,011,669	5,188,017	5,369,340
Depreciation & Amortisation	4,310,000	7,789,914	7,775,531	7,762,681	7,762,681	7,762,681	7,762,681	7,749,140	7,749,140	7,749,140	7,749,140	7,749,140
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,520,000	3,106,343	3,268,580	3,402,451	3,395,072	3,458,889	3,523,924	3,665,203	3,657,749	3,726,586	3,796,742	3,946,000
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	12,391	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>21,131,000</b>	<b>24,692,406</b>	<b>26,232,122</b>	<b>25,825,587</b>	<b>26,405,458</b>	<b>27,014,419</b>	<b>27,899,133</b>	<b>28,488,859</b>	<b>29,056,116</b>	<b>29,629,765</b>	<b>30,297,662</b>	<b>30,974,946</b>
<b>Operating Result from Continuing Operations</b>	<b>(420,000)</b>	<b>(3,739,948)</b>	<b>(2,952,105)</b>	<b>(748,477)</b>	<b>(2,616,030)</b>	<b>(2,429,274)</b>	<b>(3,141,279)</b>	<b>(3,052,576)</b>	<b>(2,920,007)</b>	<b>(2,771,737)</b>	<b>(2,694,897)</b>	<b>(2,605,549)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</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 Operating Result for the Year</b>	<b>(420,000)</b>	<b>(3,739,948)</b>	<b>(2,952,105)</b>	<b>(748,477)</b>	<b>(2,616,030)</b>	<b>(2,429,274)</b>	<b>(3,141,279)</b>	<b>(3,052,576)</b>	<b>(2,920,007)</b>	<b>(2,771,737)</b>	<b>(2,694,897)</b>	<b>(2,605,549)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,396,000)</b>	<b>(4,686,772)</b>	<b>(5,194,724)</b>	<b>(3,152,955)</b>	<b>(4,626,983)</b>	<b>(3,346,896)</b>	<b>(4,065,771)</b>	<b>(3,984,142)</b>	<b>(3,858,860)</b>	<b>(3,718,095)</b>	<b>(3,648,987)</b>	<b>(3,567,602)</b>

Glen Innes Severn Council  
10 Year Financial Plan for the Years ending 30 June 2021

INCOME STATEMENT - GENERAL FUND	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	5,255,000	5,525,906	5,657,772	5,827,505	6,002,330	6,182,400	6,367,872	6,558,908	6,755,676	6,958,346	7,167,096	7,382,109
User Charges & Fees	1,863,000	2,007,224	1,679,399	1,722,682	1,767,217	1,813,040	1,860,189	1,908,703	1,958,621	2,009,984	2,062,834	2,115,551
Interest & Investment Revenue	296,000	317,400	397,000	406,582	416,407	426,483	436,814	447,409	458,272	469,413	480,837	492,551
Other Revenues	854,000	1,550,250	1,985,136	2,456,407	2,481,730	2,537,151	2,629,218	2,695,898	2,744,660	2,806,074	2,869,274	2,945,985
Grants & Contributions provided for Operating Purposes	8,793,000	8,853,175	9,364,023	9,587,939	8,829,145	9,778,324	10,063,756	10,358,852	10,663,958	10,979,431	11,305,646	11,642,986
Grants & Contributions provided for Capital Purposes	859,000	883,824	2,185,619	2,346,729	1,852,430	858,304	864,354	870,584	877,001	883,612	890,420	897,433
<b>Other Income:</b>												
Net gains from the disposal of assets	16,000	-	69,604	431,000	51,000	536,000	51,000	51,000	51,000	51,000	51,000	51,000
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>17,936,000</b>	<b>19,137,779</b>	<b>21,338,552</b>	<b>22,778,843</b>	<b>21,400,260</b>	<b>22,131,702</b>	<b>22,273,204</b>	<b>22,891,354</b>	<b>23,509,188</b>	<b>24,157,859</b>	<b>24,827,107</b>	<b>25,527,615</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,096,000	8,068,335	8,892,163	9,145,700	9,441,359	9,763,391	10,096,277	10,440,543	10,796,744	11,164,971	11,545,801	11,939,834
Borrowing Costs	375,000	361,817	409,665	415,628	556,996	613,389	930,215	872,817	911,841	864,176	891,905	832,826
Materials & Contracts	4,200,000	4,348,359	4,614,927	3,752,249	3,882,973	4,027,814	4,176,688	4,329,714	4,487,018	4,648,727	4,814,974	4,985,894
Depreciation & Amortisation	3,458,000	6,939,252	6,924,869	6,912,019	6,912,019	6,912,019	6,912,019	6,898,478	6,898,478	6,898,478	6,898,478	6,898,478
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,202,000	2,673,460	2,903,816	3,030,416	3,018,116	3,076,939	3,136,907	3,273,041	3,260,367	3,323,906	3,388,683	3,532,482
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	12,391	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,331,000</b>	<b>22,403,614</b>	<b>23,745,440</b>	<b>23,256,012</b>	<b>23,811,463</b>	<b>24,393,553</b>	<b>25,252,105</b>	<b>25,814,593</b>	<b>26,354,448</b>	<b>26,900,258</b>	<b>27,539,840</b>	<b>28,189,513</b>
<b>Operating Result from Continuing Operations</b>	<b>(395,000)</b>	<b>(3,265,835)</b>	<b>(2,406,888)</b>	<b>(477,168)</b>	<b>(2,411,203)</b>	<b>(2,261,851)</b>	<b>(2,978,901)</b>	<b>(2,923,239)</b>	<b>(2,845,260)</b>	<b>(2,742,398)</b>	<b>(2,712,733)</b>	<b>(2,661,898)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</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 Operating Result for the Year</b>	<b>(395,000)</b>	<b>(3,265,835)</b>	<b>(2,406,888)</b>	<b>(477,168)</b>	<b>(2,411,203)</b>	<b>(2,261,851)</b>	<b>(2,978,901)</b>	<b>(2,923,239)</b>	<b>(2,845,260)</b>	<b>(2,742,398)</b>	<b>(2,712,733)</b>	<b>(2,661,898)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,254,000)</b>	<b>(4,149,659)</b>	<b>(4,592,507)</b>	<b>(2,823,897)</b>	<b>(4,263,634)</b>	<b>(3,120,155)</b>	<b>(3,843,255)</b>	<b>(3,793,823)</b>	<b>(3,722,261)</b>	<b>(3,626,010)</b>	<b>(3,603,164)</b>	<b>(3,559,331)</b>

Glen Innes Severn Council  
10 Year Financial Plan for the Years ending 30 June 2021

INCOME STATEMENT - WATER FUND	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	283,000	290,696	350,163	736,849	758,954	781,723	805,175	829,330	854,210	879,836	906,231	933,418
User Charges & Fees	800,000	789,437	833,646	858,501	884,103	910,472	937,633	965,608	994,423	1,024,102	1,054,671	1,086,158
Interest & Investment Revenue	115,000	112,450	112,450	112,908	113,373	113,845	114,323	114,808	115,301	115,801	116,309	116,824
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	84,000	20,625	20,625	21,243	21,881	22,537	23,213	23,910	24,627	25,366	26,127	26,911
Grants & Contributions provided for Capital Purposes	83,000	41,000	22,500	22,950	23,414	23,891	24,383	24,889	25,411	25,948	26,502	27,072
<b>Other Income:</b>												
Net gains from the disposal of assets	6,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,371,000</b>	<b>1,254,208</b>	<b>1,339,383</b>	<b>1,752,452</b>	<b>1,801,725</b>	<b>1,852,468</b>	<b>1,804,727</b>	<b>1,958,545</b>	<b>2,013,972</b>	<b>2,071,053</b>	<b>2,129,840</b>	<b>2,190,383</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	238,000	266,111	344,032	355,105	366,537	379,085	392,067	405,497	419,391	433,766	448,637	464,023
Borrowing Costs	1,000	379	168,268	221,476	218,190	214,678	210,876	206,761	202,306	197,485	192,266	186,616
Materials & Contracts	629,000	176,350	201,060	206,822	212,761	218,881	225,189	231,690	238,391	245,299	252,420	259,761
Depreciation & Amortisation	505,000	504,141	504,141	504,141	504,141	504,141	504,141	504,141	504,141	504,141	504,141	504,141
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	220,000	576,218	624,275	680,417	680,555	697,150	733,873	755,814	767,159	785,087	803,470	828,886
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,593,000</b>	<b>1,523,199</b>	<b>1,841,776</b>	<b>1,967,961</b>	<b>1,982,184</b>	<b>2,013,935</b>	<b>2,066,145</b>	<b>2,103,902</b>	<b>2,131,388</b>	<b>2,165,778</b>	<b>2,200,934</b>	<b>2,243,428</b>
<b>Operating Result from Continuing Operations</b>	<b>(222,000)</b>	<b>(268,991)</b>	<b>(502,393)</b>	<b>(215,510)</b>	<b>(180,459)</b>	<b>(161,467)</b>	<b>(161,418)</b>	<b>(145,357)</b>	<b>(117,417)</b>	<b>(94,725)</b>	<b>(71,095)</b>	<b>(53,045)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</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 Operating Result for the Year</b>	<b>(222,000)</b>	<b>(268,991)</b>	<b>(502,393)</b>	<b>(215,510)</b>	<b>(180,459)</b>	<b>(161,467)</b>	<b>(161,418)</b>	<b>(145,357)</b>	<b>(117,417)</b>	<b>(94,725)</b>	<b>(71,095)</b>	<b>(53,045)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(305,000)</b>	<b>(309,991)</b>	<b>(524,893)</b>	<b>(238,460)</b>	<b>(203,873)</b>	<b>(185,358)</b>	<b>(185,801)</b>	<b>(170,246)</b>	<b>(142,828)</b>	<b>(120,673)</b>	<b>(97,697)</b>	<b>(80,117)</b>

Glen Innes Severn Council  
10 Year Financial Plan for the Years ending 30 June 2021

INCOME STATEMENT - SEWER FUND	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,036,000	1,079,758	1,098,850	1,131,815	1,165,770	1,200,743	1,236,765	1,273,868	1,312,084	1,351,447	1,391,990	1,433,750
User Charges & Fees	15,000	21,775	17,774	18,277	18,796	19,330	19,880	20,446	21,029	21,630	22,249	22,887
Interest & Investment Revenue	277,000	73,600	96,299	96,740	97,189	97,645	98,108	98,580	99,059	99,546	100,042	100,546
Other Revenues	6,000	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250
Grants & Contributions provided for Operating Purposes	37,000	37,098	37,098	38,211	39,357	40,538	41,754	43,007	44,297	45,626	46,995	48,404
Grants & Contributions provided for Capital Purposes	33,000	22,000	34,500	34,800	35,109	35,427	35,755	36,093	36,441	36,799	37,168	37,548
<b>Other Income:</b>												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,404,000</b>	<b>1,239,481</b>	<b>1,289,771</b>	<b>1,325,094</b>	<b>1,361,471</b>	<b>1,398,933</b>	<b>1,437,512</b>	<b>1,477,244</b>	<b>1,518,160</b>	<b>1,560,298</b>	<b>1,603,694</b>	<b>1,648,385</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	121,000	252,782	309,837	319,459	329,385	340,208	351,395	362,959	374,913	387,271	400,046	413,253
Borrowing Costs	160,000	154,425	149,180	142,667	135,617	128,911	120,654	112,618	103,880	94,701	85,108	73,914
Materials & Contracts	481,000	155,200	98,878	101,348	103,886	106,492	109,168	111,918	114,742	117,643	120,623	123,685
Depreciation & Amortisation	347,000	346,521	346,521	346,521	346,521	346,521	346,521	346,521	346,521	346,521	346,521	346,521
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	98,000	535,675	428,179	470,898	470,429	482,757	510,733	527,207	535,434	548,775	562,465	581,618
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,207,000</b>	<b>1,444,603</b>	<b>1,332,595</b>	<b>1,380,893</b>	<b>1,385,839</b>	<b>1,404,888</b>	<b>1,438,472</b>	<b>1,461,223</b>	<b>1,475,490</b>	<b>1,494,911</b>	<b>1,514,763</b>	<b>1,538,991</b>
<b>Operating Result from Continuing Operations</b>	<b>197,000</b>	<b>(205,122)</b>	<b>(42,824)</b>	<b>(55,798)</b>	<b>(24,368)</b>	<b>(5,956)</b>	<b>(959)</b>	<b>16,020</b>	<b>42,670</b>	<b>65,387</b>	<b>88,931</b>	<b>109,394</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</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 Operating Result for the Year</b>	<b>197,000</b>	<b>(205,122)</b>	<b>(42,824)</b>	<b>(55,798)</b>	<b>(24,368)</b>	<b>(5,956)</b>	<b>(959)</b>	<b>16,020</b>	<b>42,670</b>	<b>65,387</b>	<b>88,931</b>	<b>109,394</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>164,000</b>	<b>(227,122)</b>	<b>(77,324)</b>	<b>(90,598)</b>	<b>(59,477)</b>	<b>(41,383)</b>	<b>(36,714)</b>	<b>(20,073)</b>	<b>6,229</b>	<b>28,588</b>	<b>51,763</b>	<b>71,846</b>