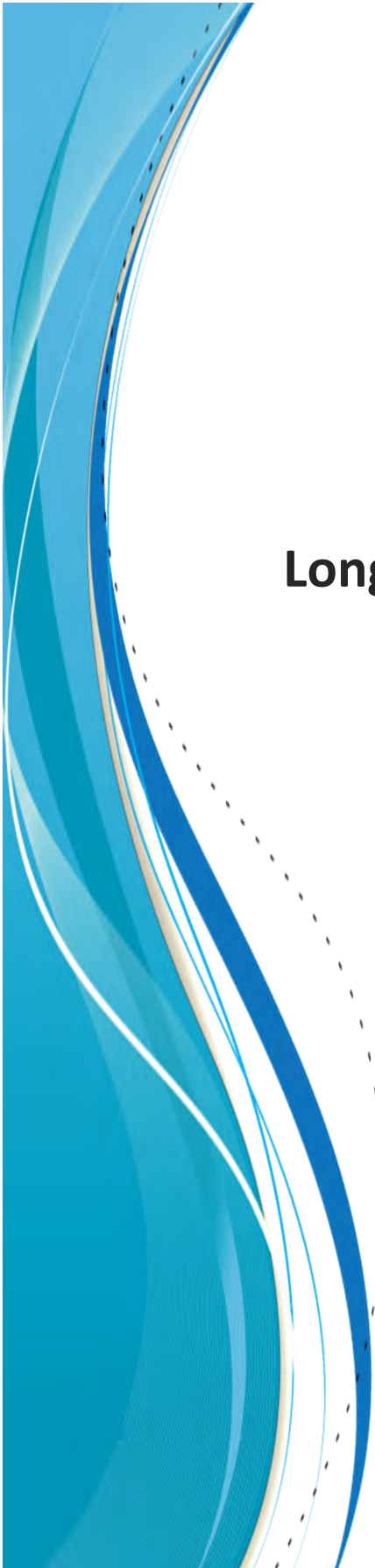


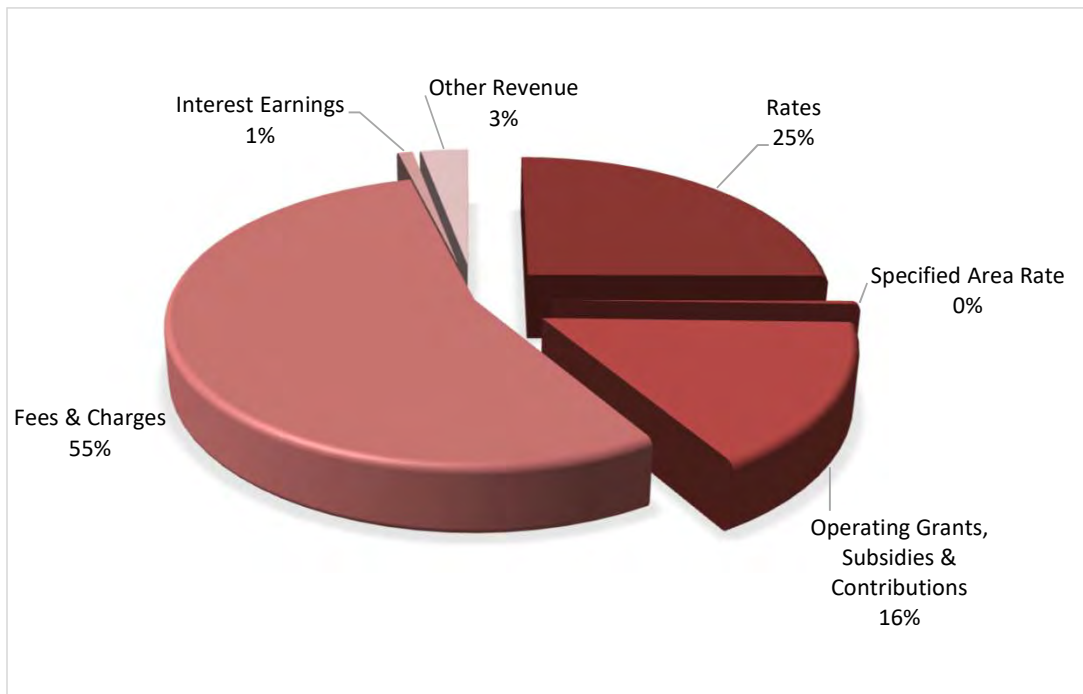


Long Term Financial Plan

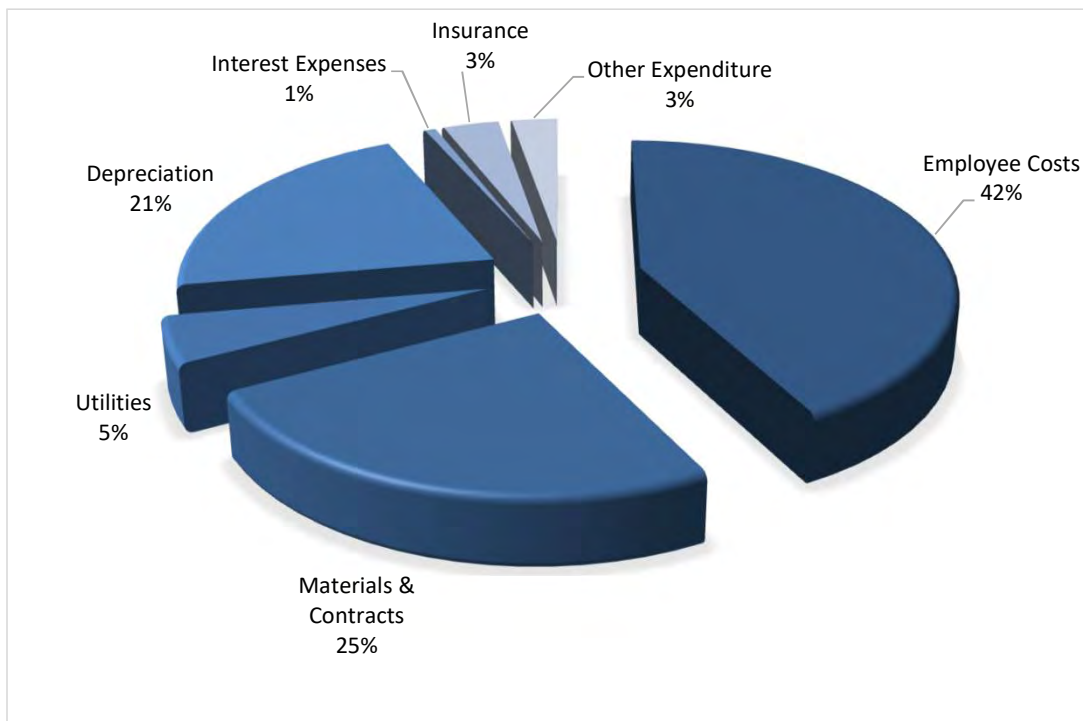
2022 - 2032



2022/23 Operating Revenue



2022/23 Operating Expenditure



Long Term Financial Plan
Statement of Comprehensive Income by Nature and Type

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
INCOME: REVENUES FROM ORDINARY ACTIVITIES													
Rates	3,393	3,441	3,635	3,822	4,044	4,278	4,428	4,583	4,743	4,909	5,081	5,259	5,443
Specified Area Rate	48	49	52	54	57	60	63	65	67	69	72	74	77
Operating Grants, Subsidies & Contributions	2,135	2,734	3,769	2,446	2,507	2,570	2,634	2,700	2,767	2,837	2,908	2,980	3,055
Fees & Charges	6,102	7,891	7,903	8,330	8,538	8,752	8,970	9,195	9,425	9,660	9,902	10,149	10,403
Interest Earnings	181	74	49	140	181	183	242	244	247	242	236	239	240
Other Revenue	298	705	452	451	462	474	486	498	510	523	536	549	563
Total Revenue	12,157	14,894	15,860	15,243	15,790	16,317	16,823	17,284	17,760	18,240	18,735	19,251	19,781
EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES													
Employee Costs	(5,999)	(6,466)	(6,921)	(7,385)	(7,588)	(7,797)	(8,011)	(8,211)	(8,417)	(8,627)	(8,843)	(9,064)	(9,291)
Materials & Contracts	(2,886)	(3,646)	(3,621)	(4,338)	(3,846)	(3,943)	(4,041)	(4,142)	(4,246)	(4,352)	(4,461)	(4,572)	(4,687)
Utilities	(942)	(822)	(828)	(859)	(880)	(902)	(925)	(948)	(972)	(996)	(1,021)	(1,047)	(1,073)
Depreciation	(3,744)	(3,730)	(3,650)	(3,675)	(3,701)	(3,728)	(3,756)	(3,785)	(3,814)	(3,844)	(3,874)	(3,905)	(3,938)
Interest Expenses	(125)	(72)	(68)	(112)	(99)	(86)	(73)	(59)	(46)	(35)	(25)	(17)	(7)
Insurance	(424)	(391)	(521)	(579)	(593)	(608)	(624)	(639)	(655)	(671)	(688)	(705)	(723)
Other Expenditure	(487)	(287)	(529)	(476)	(488)	(500)	(513)	(525)	(539)	(552)	(566)	(580)	(594)
Total Expenditure	(14,607)	(15,414)	(16,138)	(17,424)	(17,197)	(17,565)	(17,943)	(18,310)	(18,688)	(19,077)	(19,478)	(19,891)	(20,312)
Sub-total	(2,450)	(520)	(278)	(2,181)	(1,407)	(1,248)	(1,120)	(1,026)	(928)	(837)	(743)	(639)	(531)
Non-Operating Grants, Subsidies & Contributions	952	1,760	2,480	2,717	-	-	-	-	-	-	-	-	-
Profit on Asset Disposals	6	-	2	-	-	-	-	-	-	-	-	-	-
Loss on Asset Disposals	(41)	(16)	(9)	-	-	-	-	-	-	-	-	-	-
Fair Value Adjustment to financial assets through P&L	107	4	-	-	-	-	-	-	-	-	-	-	-
Sub-total	1,024	1,748	2,473	2,717	-	-	-	-	-	-	-	-	-
NET RESULT	(1,426)	1,228	2,195	536	(1,407)	(1,248)	(1,120)	(1,026)	(928)	(837)	(743)	(639)	(531)
Other Comprehensive Income													
Changes in Valuation of non-current assets	214	(2,564)	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	214	(2,564)	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	(1,212)	(1,336)	2,195	536	(1,407)	(1,248)	(1,120)	(1,026)	(928)	(837)	(743)	(639)	(531)

**Long Term Financial Plan
Statement of Financial Position**

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
ASSETS													
CURRENT ASSETS													
Cash and Cash Equivalents	12,209	12,640	13,659	12,096	12,197	12,105	12,209	12,363	12,084	11,814	11,950	12,008	11,998
Receivables	1,269	2,431	2,502	2,672	3,015	3,314	3,570	3,891	4,170	4,459	4,519	4,570	4,600
Inventories	83	115	118	122	125	128	131	135	138	141	145	149	152
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,561	15,186	16,278	14,890	15,337	15,547	15,910	16,389	16,392	16,414	16,614	16,726	16,750
NON-CURRENT ASSETS													
Receivables	129	160	120	120	120	120	120	120	120	120	120	120	120
Other Financial Assets	107	111	111	111	111	111	111	111	111	111	111	111	111
Inventories	964	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant and Equipment	119,001	118,804	121,380	123,265	121,436	120,002	118,450	116,919	116,025	115,183	114,031	113,054	109,116
Right of use assets	286	137	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	120,487	119,212	121,611	123,496	121,667	120,233	118,681	117,150	116,256	115,414	114,262	113,285	109,347
TOTAL ASSETS	134,048	134,398	137,889	138,386	137,004	135,780	134,591	133,540	132,647	131,829	130,877	130,010	126,097
LIABILITIES													
CURRENT LIABILITIES													
Payables	1,839	3,137	2,915	3,017	3,093	3,170	3,249	3,331	3,414	3,499	3,587	3,676	3,768
Contract liabilities	217	409	409	409	409	409	409	409	409	409	409	409	409
Lease liabilities	149	135	6	6	6	6	6	6	6	6	6	6	6
Current Portion of Long Term Borrowings	232	290	354	367	380	393	398	326	321	315	324	276	150
Provisions	770	737	737	737	736	735	734	733	732	731	730	729	728
Total Current Liabilities	3,207	4,708	4,421	4,536	4,624	4,713	4,796	4,805	4,882	4,960	5,056	5,096	5,061
NON-CURRENT LIABILITIES													
Lease liabilities	141	6	-	-	-	-	-	-	-	-	-	-	-
Long Term Borrowings	1,543	1,793	3,099	2,732	2,352	1,959	1,561	1,235	914	599	275	(1)	(151)
Provisions	102	171	171	171	175	180	185	190	195	199	204	210	215
Total Non-Current Liabilities	1,786	1,970	3,270	2,903	2,527	2,139	1,746	1,425	1,109	798	479	209	64
TOTAL LIABILITIES	4,993	6,678	7,691	7,439	7,151	6,852	6,543	6,229	5,990	5,759	5,535	5,305	5,125
NET ASSETS	129,055	127,720	130,198	130,947	129,853	128,928	128,048	127,310	126,657	126,070	125,342	124,706	120,973
EQUITY													
Retained Surplus	65,117	64,738	66,603	67,142	66,048	65,133	64,218	63,331	62,938	62,601	61,803	61,137	57,374
Reserves - Cash Backed	9,009	10,617	11,230	11,440	11,440	11,430	11,465	11,614	11,354	11,104	11,174	11,204	11,234
Revaluation Surplus	54,929	52,365	52,365	52,365	52,365	52,365	52,365	52,365	52,365	52,365	52,365	52,365	52,365
TOTAL EQUITY	129,055	127,720	130,198	130,947	129,853	128,928	128,048	127,310	126,657	126,070	125,342	124,706	120,973

Long Term Financial Plan
Statement of Cash Flows

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
CASH FLOWS FROM OPERATING ACTIVITIES													
RECEIPTS													
Rates	3,300	3,771	3,714	3,876	4,101	4,339	4,491	4,648	4,810	4,979	5,153	5,333	5,520
Operating Grants, Subsidies & Contributions	2,830	1,625	3,747	2,446	2,507	2,570	2,634	2,700	2,767	2,837	2,908	2,980	3,055
Fees & Charges	6,102	7,891	7,903	8,330	8,538	8,752	8,970	9,195	9,425	9,660	9,902	10,149	10,403
Interest Earnings	181	74	49	140	181	183	242	244	247	242	236	239	240
Goods and Services Tax	-	196	24	-	-	-	-	-	-	-	1	2	2
Other Revenue	298	705	452	451	462	474	486	498	510	523	536	549	563
Sub-total	12,711	14,262	15,889	15,243	15,790	16,318	16,823	17,285	17,760	18,241	18,736	19,252	19,783
PAYMENTS													
Employee Costs (Operating Only)	(6,138)	(6,601)	(6,979)	(7,385)	(7,588)	(7,797)	(8,011)	(8,211)	(8,417)	(8,627)	(8,843)	(9,064)	(9,291)
Materials & Contracts	(1,765)	(1,450)	(3,562)	(4,350)	(3,846)	(3,943)	(4,041)	(4,142)	(4,246)	(4,352)	(4,461)	(4,572)	(4,687)
Utilities (gas, electricity, water, etc.)	(942)	(821)	(828)	(859)	(880)	(902)	(925)	(948)	(972)	(996)	(1,021)	(1,047)	(1,073)
Interest	(125)	(72)	(76)	(112)	(99)	(86)	(73)	(59)	(46)	(35)	(25)	(17)	(7)
Insurance	(424)	(391)	(521)	(579)	(593)	(608)	(624)	(639)	(655)	(671)	(688)	(705)	(723)
Goods and Services Tax	-	(142)	-	-	-	-	-	-	-	-	1	2	2
Other Expenditure	(487)	(287)	(529)	(476)	(488)	(500)	(513)	(525)	(539)	(552)	(566)	(580)	(594)
Sub-total	(9,881)	(9,764)	(12,495)	(13,761)	(13,494)	(13,836)	(14,187)	(14,524)	(14,875)	(15,233)	(15,603)	(15,983)	(16,373)
Net Cash Provided by (Used in) Operating Activities	2,830	4,498	3,394	1,482	2,296	2,482	2,636	2,761	2,885	3,008	3,133	3,269	3,410
CASH FLOWS FROM INVESTING ACTIVITIES													
Receipts:													
Non-Operating Grants, Subsidies & Contributions	952	1,760	2,480	2,717	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	137	40	124	146	35	90	55	40	75	45	40	40	40
Payments:													
Purchase of infrastructure, property, plant & equipment	(3,539)	(6,004)	(6,226)	(5,560)	(1,873)	(2,294)	(2,204)	(2,254)	(2,919)	(3,002)	(2,722)	(2,928)	(3,184)
Net Cash Provided by (Used in) Investing Activities	(2,450)	(4,204)	(3,622)	(2,697)	(1,838)	(2,204)	(2,149)	(2,214)	(2,844)	(2,957)	(2,682)	(2,888)	(3,144)
CASH FLOWS FROM FINANCING ACTIVITIES													
Receipts:													
Proceeds from Self Supporting Loans	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from New Debentures	-	540	1,660	-	-	-	-	-	-	-	-	-	-
Proceeds from Community Loans	25	23	12	12	10	10	10	6	6	-	-	-	-
Payments:													
Repayment of Debentures	(224)	(232)	(290)	(354)	(367)	(380)	(393)	(398)	(326)	(321)	(315)	(324)	(276)
Advances to Community Groups	(22)	(45)	-	-	-	-	-	-	-	-	-	-	-
Principal portion of lease liability	(132)	(149)	(135)	(6)	-	-	-	-	-	-	-	-	-
Net Cash Provided by (Used in) Financing Activities	(353)	137	1,247	(348)	(357)	(370)	(383)	(392)	(320)	(321)	(315)	(324)	(276)
NET INCREASE (DECREASE) IN CASH HELD	27	431	1,019	(1,563)	101	(92)	104	155	(279)	(270)	136	58	(10)
Cash at Beginning of Year	12,182	12,209	12,640	13,659	12,096	12,197	12,105	12,209	12,363	12,084	11,814	11,950	12,008
Cash at the End of Year	12,209	12,640	13,659	12,096	12,197	12,105	12,209	12,363	12,084	11,814	11,950	12,008	11,998

Long Term Financial Plan Rate Setting Statement													
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual \$000s	Actual \$000s	Est. Closing \$000s	Budget \$000s	Forecast \$000s	Forecast \$000s	Forecast \$000s	Forecast \$000s	Forecast \$000s	Forecast \$000s	Forecast \$000s	Forecast \$000s	Forecast \$000s
OPERATING ACTIVITIES													
Net current assets at start of financial year - surplus/(deficit)	3,717	2,691	1,389	1,773	12	115	36	109	116	102	84	152	181
REVENUES from operating activities (excluding rates)													
Specified Area Rate	48	49	52	54	57	60	63	65	67	69	72	74	77
Operating Grants, Subsidies & Contributions	2,135	2,734	3,769	2,446	2,507	2,570	2,634	2,700	2,767	2,837	2,908	2,980	3,055
Fees & Charges	6,102	7,891	7,903	8,330	8,538	8,752	8,970	9,195	9,425	9,660	9,902	10,149	10,403
Interest Earnings	181	74	49	140	181	183	242	244	247	242	236	239	240
Other Revenue	298	705	452	451	462	474	486	498	510	523	536	549	563
Profit on Asset Disposals	6	-	2	-	-	-	-	-	-	-	-	-	-
Fair Value Adjustment through Profit & Loss	107	4	-	-	-	-	-	-	-	-	-	-	-
Revenues Sub-total	8,877	11,457	12,227	11,421	11,746	12,039	12,395	12,701	13,017	13,331	13,653	13,992	14,338
EXPENSES													
Employee Costs	(5,999)	(6,466)	(6,921)	(7,385)	(7,588)	(7,797)	(8,011)	(8,211)	(8,417)	(8,627)	(8,843)	(9,064)	(9,291)
Materials & Contracts	(2,886)	(3,646)	(3,621)	(4,338)	(3,846)	(3,943)	(4,041)	(4,142)	(4,246)	(4,352)	(4,461)	(4,572)	(4,687)
Utilities	(942)	(822)	(828)	(859)	(880)	(902)	(925)	(948)	(972)	(996)	(1,021)	(1,047)	(1,073)
Depreciation	(3,744)	(3,730)	(3,650)	(3,675)	(3,701)	(3,728)	(3,756)	(3,785)	(3,814)	(3,844)	(3,874)	(3,905)	(3,938)
Interest Expenses	(125)	(72)	(68)	(112)	(99)	(86)	(73)	(59)	(46)	(35)	(25)	(17)	(7)
Insurance	(424)	(391)	(521)	(579)	(593)	(608)	(624)	(639)	(655)	(671)	(688)	(705)	(723)
Other Expenditure	(487)	(287)	(529)	(476)	(488)	(500)	(513)	(525)	(539)	(552)	(566)	(580)	(594)
Loss on Asset Disposals	(41)	(16)	(9)	-	-	-	-	-	-	-	-	-	-
Expenses Sub-total	(14,648)	(15,430)	(16,147)	(17,424)	(17,197)	(17,565)	(17,943)	(18,310)	(18,688)	(19,077)	(19,478)	(19,891)	(20,312)
NON CASH ITEMS													
(Profit)/Loss on Asset Disposals	35	16	7	-	-	-	-	-	-	-	-	-	-
Fair Value Adjustment to financial assets through P&L	(107)	(4)	-	-	-	-	-	-	-	-	-	-	-
Movement in pensioner deferred rates (non-current)	(5)	(3)	-	-	-	-	-	-	-	-	-	-	-
Movement in inventory (non-current)	322	964	-	-	-	-	-	-	-	-	-	-	-
Movement in provisions (non-current)	(177)	69	-	(0)	4	4	4	4	4	4	4	4	4
Movement in lease liabilities (non-current)	-	135	-	-	-	-	-	-	-	-	-	-	-
Depreciation on Assets	3,744	3,730	3,650	3,675	3,701	3,728	3,756	3,785	3,814	3,844	3,874	3,905	3,938
Sub-total	3,812	4,907	3,657	3,675	3,705	3,732	3,760	3,788	3,817	3,847	3,878	3,910	3,942
Total Operating Activities	1,758	3,625	1,126	(555)	(1,733)	(1,679)	(1,752)	(1,711)	(1,738)	(1,797)	(1,862)	(1,837)	(1,851)
INVESTING ACTIVITIES													
Receipts:													
Non-Operating Grants, Subsidies & Contributions	952	1,760	2,480	2,717	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	137	40	124	146	35	90	55	40	75	45	40	40	40
Payments:													
Purchase of infrastructure, property, plant & equipment	(3,539)	(6,004)	(6,226)	(5,560)	(1,873)	(2,294)	(2,204)	(2,254)	(2,919)	(3,002)	(2,722)	(2,928)	(3,184)
Net Cash From Investing Activities	(2,450)	(4,204)	(3,622)	(2,697)	(1,838)	(2,204)	(2,149)	(2,214)	(2,844)	(2,957)	(2,682)	(2,888)	(3,144)
FINANCING ACTIVITIES													
Receipts:													
Proceeds from New Debentures	-	540	1,660	-	-	-	-	-	-	-	-	-	-
Proceeds from Community Loans	25	23	12	12	10	10	10	6	6	-	-	-	-
Transfer from reserves	1,385	1,698	1,979	1,561	530	540	495	381	790	780	460	500	500
Payments:													
Repayment of Debentures	(224)	(232)	(290)	(354)	(367)	(380)	(393)	(398)	(326)	(321)	(315)	(324)	(276)
Advances to Community Groups	(22)	(45)	-	-	-	-	-	-	-	-	-	-	-
Principal portion of lease liability	(132)	(149)	(135)	(6)	-	-	-	-	-	-	-	-	-
Transfer to reserves	(1,043)	(3,306)	(2,592)	(1,771)	(530)	(530)	(530)	(530)	(530)	(530)	(530)	(530)	(530)
Net Cash From Financing Activities	(11)	(1,471)	634	(558)	(357)	(360)	(418)	(541)	(60)	(71)	(385)	(354)	(306)
Surplus/(deficit) before imposition of general rates	(703)	(2,052)	(1,862)	(3,810)	(3,928)	(4,243)	(4,319)	(4,467)	(4,642)	(4,825)	(4,930)	(5,078)	(5,301)
Total amount raised from general rates	3,393	3,441	3,635	3,822	4,044	4,278	4,428	4,583	4,743	4,909	5,081	5,259	5,443
Surplus/(deficit) after imposition of general rates	2,690	1,389	1,773	12	115	36	109	116	102	84	152	181	142

Long Term Financial Plan
Loan Repayment Schedule (compiled from amortisation schedules)

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
LOAN INTEREST REPAYMENTS													
<i>Council Loans</i>													
Loan 76	12	11	10	9	7	6	5	3	2	-	-	-	-
Loan 180	27	24	21	18	14	10	6	2	-	-	-	-	-
Loan 81	6	4	2	-	-	-	-	-	-	-	-	-	-
Loan 82	29	27	25	23	21	19	17	15	12	10	7	5	2
Loan 83	-	-	8	7	7	6	5	4	3	2	1	1	-
Loan 84	-	-	-	55	50	45	40	35	29	23	17	11	5
Total Interest	74	66	66	112	99	86	73	59	46	35	25	17	7
LOAN PRINCIPAL REPAYMENTS													
<i>Council Loans</i>													
Loan 76	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	20	21	22	23	25	26	27	29	30	16	-	-	-
Principal Outstanding	219	198	176	153	128	102	75	46	16	-	-	-	-
Loan 180	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	66	69	72	76	79	83	87	83	-	-	-	-	-
Principal Outstanding	548	480	408	332	253	170	83	-	-	-	-	-	-
Loan 81	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	82	84	86	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	170	86	-	-	-	-	-	-	-	-	-	-	-
Loan 82	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	56	58	60	62	64	66	68	70	73	75	78	80	84
Principal Outstanding	838	780	720	658	594	528	460	390	317	242	164	84	-
Loan 83	-	540	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	-	50	51	52	53	54	54	55	56	57	58	-
Principal Outstanding	-	540	490	439	387	334	280	226	171	115	58	-	-
Loan 84	-	-	1,660	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	-	-	142	147	152	157	162	168	174	180	186	192
Principal Outstanding	-	-	1,660	1,518	1,371	1,219	1,062	900	732	558	378	192	-
Total New Loans	-	540	1,660	-	-	-	-	-	-	-	-	-	-
Principal Paid	224	232	290	354	367	380	393	398	326	321	315	324	276
Principal Outstanding	1,775	2,084	3,454	3,100	2,733	2,353	1,960	1,562	1,236	915	600	276	-

Long Term Financial Plan
Cash Reserves

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Leave reserve													
Opening Balance	688	695	699	702	708	708	708	708	708	708	708	708	708
Transfer to Reserve	7	4	3	6	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	695	699	702	708	708	708	708	708	708	708	708	708	708
Aviation Reserve													
Opening Balance	1,245	1,167	1,173	1,114	1,124	1,124	1,124	1,124	1,124	1,124	879	879	879
Transfer to Reserve	13	6	5	10	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(91)	-	(64)	-	-	-	-	-	-	(245)	-	-	-
Balance 30 June	1,167	1,173	1,114	1,124	1,124	1,124	1,124	1,124	1,124	879	879	879	879
Building infrastructure Reserve													
Opening Balance	629	596	81	81	82	82	82	82	82	82	82	82	82
Transfer to Reserve	7	2	-	1	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(40)	(517)	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	596	81	81	82	82	82	82	82	82	82	82	82	82
Community Development Fund													
Opening Balance	1,361	1,375	1,383	1,127	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137
Transfer to Reserve	14	8	6	10	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	(262)	-	-	-	-	-	-	-	-	-	-
Balance 30 June	1,375	1,383	1,127	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137
Community Interest Free Loans Reserve													
Opening Balance	340	322	278	279	282	282	282	282	282	282	282	282	282
Transfer to Reserve	4	1	1	3	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(22)	(45)	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	322	278	279	282	282	282	282	282	282	282	282	282	282
Insurance/Natural Disaster Reserve													
Opening Balance	181	183	184	185	187	187	187	187	187	187	187	187	187
Transfer to Reserve	2	1	1	2	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	183	184	185	187	187	187	187	187	187	187	187	187	187
Land Acquisition & Disposal Reserve													
Opening Balance	718	737	1,726	1,374	1,388	1,388	1,388	1,388	1,388	1,388	1,388	1,388	1,388
Transfer to Reserve	444	1,309	8	14	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(425)	(320)	(360)	-	-	-	-	-	-	-	-	-	-
Balance 30 June	737	1,726	1,374	1,388	1,388	1,388	1,388	1,388	1,388	1,388	1,388	1,388	1,388

Long Term Financial Plan
Cash Reserves

	2019/20 Actual \$000s	2020/21 Actual \$000s	2021/22 Est. Closing \$000s	2022/23 Budget \$000s	2023/24 Forecast \$000s	2024/25 Forecast \$000s	2025/26 Forecast \$000s	2026/27 Forecast \$000s	2027/28 Forecast \$000s	2028/29 Forecast \$000s	2029/30 Forecast \$000s	2030/31 Forecast \$000s	2031/32 Forecast \$000s
Marina Canal Reserve													
Opening Balance	309	360	411	465	523	523	523	523	523	523	523	523	523
Transfer to Reserve	51	51	54	58	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	360	411	465	523	523	523	523	523	523	523	523	523	523
Marina Village Asset Replacement Reserve													
Opening Balance	33	33	33	33	33	33	33	33	33	33	33	33	33
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	33	33	33	33	33	33	33	33	33	33	33	33	33
Mosquito Management Reserve													
Opening Balance	10	10	10	10	10	10	10	10	10	10	10	10	10
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	10	10	10	10	10	10	10	10	10	10	10	10	10
Ningaloo Centre Reserve													
Opening Balance	253	256	257	295	335	335	335	335	335	335	335	335	335
Transfer to Reserve	3	1	38	40	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	256	257	295	335	335	335	335	335	335	335	335	335	335
Plant Reserve													
Opening Balance	984	188	550	432	246	246	236	271	420	160	155	225	255
Transfer to Reserve	11	551	532	534	530	530	530	530	530	530	530	530	530
Transfer From Reserve	(807)	(189)	(650)	(720)	(530)	(540)	(495)	(381)	(790)	(535)	(460)	(500)	(500)
Balance 30 June	188	550	432	246	246	236	271	420	160	155	225	255	285
Public Radio Infrastructure Reserve													
Opening Balance	5	5	5	5	5	5	5	5	5	5	5	5	5
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	5	5	5	5	5	5	5	5	5	5	5	5	5
Rehabilitation Reserve													
Opening Balance	249	252	253	254	256	256	256	256	256	256	256	256	256
Transfer to Reserve	3	1	1	2	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	252	253	254	256	256	256	256	256	256	256	256	256	256

Long Term Financial Plan
Cash Reserves

	2019/20 Actual \$000s	2020/21 Actual \$000s	2021/22 Est. Closing \$000s	2022/23 Budget \$000s	2023/24 Forecast \$000s	2024/25 Forecast \$000s	2025/26 Forecast \$000s	2026/27 Forecast \$000s	2027/28 Forecast \$000s	2028/29 Forecast \$000s	2029/30 Forecast \$000s	2030/31 Forecast \$000s	2031/32 Forecast \$000s
Roads Reserve													
Opening Balance	586	593	901	905	913	913	913	913	913	913	913	913	913
Transfer to Reserve	7	768	4	8	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	(460)	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	593	901	905	913	913	913	913	913	913	913	913	913	913
Shire President COVID-19 Relief Fund													
Opening Balance	-	40	40	40	-	-	-	-	-	-	-	-	-
Transfer to Reserve	40	-	-	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	(40)	-	-	-	-	-	-	-	-	-
Balance 30 June	40	40	40	-	-	-	-	-	-	-	-	-	-
Shire Staff Housing Reserve													
Opening Balance	135	136	137	38	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088
Transfer to Reserve	1	1	1	1,050	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	(100)	-	-	-	-	-	-	-	-	-	-
Balance 30 June	136	137	38	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088
Swimming Pool Reserve													
Opening Balance	542	548	651	2,297	2,319	2,319	2,319	2,319	2,319	2,319	2,319	2,319	2,319
Transfer to Reserve	6	103	1,703	22	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	(57)	-	-	-	-	-	-	-	-	-	-
Balance 30 June	548	651	2,297	2,319	2,319	2,319	2,319	2,319	2,319	2,319	2,319	2,319	2,319
Tourism Development Fund													
Opening Balance	-	200	359	355	358	358	358	358	358	358	358	358	358
Transfer to Reserve	200	159	1	3	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	(5)	-	-	-	-	-	-	-	-	-	-
Balance 30 June	200	359	355	358	358	358	358	358	358	358	358	358	358
Town Planning Scheme Reserve													
Opening Balance	21	22	22	22	22	22	22	22	22	22	22	22	22
Transfer to Reserve	1	-	-	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance 30 June	22	22	22	22	22	22	22	22	22	22	22	22	22
Waste Management Reserve													
Opening Balance	1,062	1,074	1,055	816	424	424	424	424	424	424	424	424	424
Transfer to Reserve	12	6	4	8	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	(25)	(243)	(400)	-	-	-	-	-	-	-	-	-
Balance 30 June	1,074	1,055	816	424	424	424	424	424	424	424	424	424	424

Long Term Financial Plan
Cash Reserves

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Unspent Grants & Contributions Reserve													
Opening Balance	-	217	409	401	-	-	-	-	-	-	-	-	-
Transfer to Reserve	217	334	230	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	(142)	(238)	(401)	-	-	-	-	-	-	-	-	-
Balance 30 June	217	409	401	-	-	-	-	-	-	-	-	-	-
TOTAL RESERVES													
Opening Balance	9,351	9,009	10,617	11,230	11,440	11,440	11,430	11,465	11,614	11,354	11,104	11,174	11,204
Transfer to Reserve	1,043	3,306	2,592	1,771	530	530	530	530	530	530	530	530	530
Transfer From Reserve	(1,385)	(1,698)	(1,979)	(1,561)	(530)	(540)	(495)	(381)	(790)	(780)	(460)	(500)	(500)
Total Reserves 30 June	9,009	10,617	11,230	11,440	11,440	11,430	11,465	11,614	11,354	11,104	11,174	11,204	11,234
Other Restricted Assets													
Unspent Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Bond & Deposits	-	351	304	400	350	350	350	350	350	350	350	350	350
Unspent Loans	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	217	409	-	-	-	-	-	-	-	-	-	-	-
Total Reserves 30 June	217	760	304	400	350	350	350	350	350	350	350	350	350

Long Term Financial Plan Key Performance Indicators

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Ratio													
This ratio measures Council's ability to cover short-term obligations													
Benchmark - Greater than 1:1	1.889	1.406	1.478	1.006	1.093	1.126	1.189	1.275	1.317	1.361	1.361	1.367	1.378
Current assets - restricted assets / current liabilities - liabilities associated with restricted assets													
ASSET SUSTAINABILITY RATIO													
This ratio is an approximation of the extent to which assets managed by Council are being replaced as these reach the end of their useful lives													
Benchmark - Greater than 90%	43.11%	85.68%	167.18%	147.32%	49.65%	59.11%	57.21%	58.51%	74.57%	76.93%	69.24%	73.94%	79.85%
Capital Renewal and Replacement Expenditure / Depreciation													
DEBT SERVICE COVERAGE RATIO													
This ratio measures the ability to service debt including interest, principal and lease payments													
Benchmark - Greater than 2	5.00	10.97	9.64	3.45	5.14	5.51	5.81	6.17	7.88	8.54	9.28	9.63	12.06
Operating Surplus before interest and depreciation/principal and interest													
Operating Surplus Ratio													
This ratio measures Council's ability to contain operating expenditure within operating revenue													
Benchmark - Between 0% and 15%	(0.24)	(0.04)	(0.02)	(0.17)	(0.11)	(0.09)	(0.08)	(0.07)	(0.06)	(0.05)	(0.05)	(0.04)	(0.03)
Operating revenue - operating expenditure / own source operating revenue													
Own Source Revenue Coverage Ratio													
This ratio measures Council's ability to cover its costs through its own revenue efforts													
Benchmark - Greater than 40%	68.65%	78.89%	74.93%	73.44%	77.24%	78.27%	79.08%	79.65%	80.23%	80.74%	81.26%	81.80%	82.35%
Own Source Operating Revenue / Operating Expenditure													

Long Term Financial Plan
Variable Assumptions Underpinning the Plan

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actual	Actual	Est. Closing	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
INCOME STATEMENT													
Rates - Annual Increases			4.8%	4.8%	4.8%	4.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates - Growth in Rate Base			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Non-operating Grants, Subsidies, Contbns (averaged over 4 years)													
General index		2.5%	2.5%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Investment interest Rate		1.5%	0.5%	1.0%	1.5%	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Employee Cost Index		1.9%	1.9%	2.8%	2.8%	2.8%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates Recovery Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Debtor Recovery Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Overdue Rates Interest Rate		8.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Payables Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%