



Greater Hume Shire

simply greater



Greater Hume
Long Term Financial Plan (LTFP)
2017/18 - 2026/27

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1. INTRODUCTION

1.1 Objectives

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. Council's long term financial plan provides a framework to assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

Greater Hume Shire Council's LTFP seeks to:

- establish greater transparency and accountability of Council to the community;
- provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provide a mechanism to:
 - solve financial problems as a whole
 - see how various plans fit together
 - understand the impact of some decisions on other plans or strategies;
- provide a means of measuring Council's success in implementing strategies; and,
- confirm that Council can remain financially sustainable in the longer term.

1.2 Timeframe

The Office of Local Government has set the minimum timeframe at ten years. The Greater Hume Shire Council LTFP covers the time period from 2017/2018 to 2026/2027.

1.3 Structure

The LTFP is structured into seven main sections.

- Section 1: Section 1 provides a brief introduction to the plan and the objectives it aims to meet.
- Section 2: Planning Assumptions. This section details the financial assumptions made in developing the LTFP.
- Section 3: Revenue Forecasts. Section 3 details the Council's major sources of revenue and the assumptions used in the forecast figures.
- Section 4: Expenditure Forecasts. This section details the Council's major areas of expenditure and the assumptions used in the forecast figures including asset management.
- Section 5: Sensitivity Analysis and Financial Modelling. Section 5 details the impact of various scenarios on Council's plans and looks at other variables affecting the LTFP.
- Section 6: Performance Monitoring. This section provides a number of key performance indicators to monitor Council's performance against the plan.
- Section 7: Appendices. (Detailed budget forecasts).

2. THE PATH TO FINANCIAL SUSTAINABILITY

In June 2012 Council adopted a Financial Strategy to provide direction and context for decision making in the allocation, management and use of Council's financial resources. The Strategy set the parameters within which Council would operate to ensure that Council remained financially stable.

The strategy seeks to ensure that Council lives within its means while stating the need to develop actions in consultation with its community to move towards sufficient infrastructure works (maintenance and renewal) to ensure that service levels do not diminish and intergenerational equity is maintained. The strategy also seeks to ensure that Council has sufficient cash flows to remain financially sustainable over the life of the Long Term Financial Plan.

This Long Term Financial Plan clearly articulates that the path to long term financial sustainability will be challenging as projected operating deficits attest.

Council has set itself the benchmark of achieving operational savings over the next four years of \$100,000 per year, cumulative and it will be essential that annual service reviews provide this saving to Council.

The other major impact on this revision of the Long Term Financial Plan is increased depreciation charges. It will be essential that regular and rigorous reviews of depreciation charges are undertaken to ensure accurate lifecycle costs are disclosed in Council's financial; information.

It is also essential that the long term cost of service level changes or the introduction of additional services are factored into long term financial planning.

2.1 Council's Projected Financial Position

In April 2013, the NSW Treasury Corporation ('T-Corp') has assessed Council's Financial Sustainability Rating as being "moderate" with a "negative" Outlook.

T-Corp summarised Council's financial position as follows:

- *The Council has been managed in a satisfactory manner over the review period based on the following observations:*
 - *Council's Unrestricted Current Ratio has been above benchmark in each of the past four years indicating Council had sufficient liquidity*
 - *Over the review period, Council had a moderate level of borrowings (borrowings being 0.7% of Net Assets in 2012) and had therefore flexibility in regard to carrying more long term debt*
- *Areas of concern are that:*
 - *Council's underlying operating results (measured using EBITDA) have declined marginally over the past four years due to the negative effect of the flood events in the recent years.*
 - *Approximately 37.0% of Council's revenue base is derived from own sourced revenue (annual charges, and user charges and fees) compared to a benchmark of 60.0%. The LGA is heavily dependent on external sources of funding.*

The key to long term financial viability, however, is the operational performance of an organisation.

At the time Council's funding levels were of significant concern and there was a significant underinvestment in asset renewals.

2.2 How we begin to tackle this issue

As part of the Office of Local Government's Fit for the Future financial, asset management and efficiency guidelines were set by the Independent Pricing and Regulatory Tribunal (IPART) to indicate that long term sustainability of councils across NSW.

Clearly this demonstrated the need for Greater Hume Shire Council to have the conversation with their community about future rates increases in the context of its Delivery Program, Resourcing Strategy and Operational Plans.

3. THE FIRST PHASE OF OUR PATH TO FINANCIAL SUSTAINABILITY

3.1 Implementation of a Special Rating Variation over three years

The formation of Council's annual budget continually shows how difficult it is for Council to adequately fund the ongoing maintenance and replacement of Council's infrastructure assets such as roads, bridges and drainage.

In response to this challenge, Council considered the concept of a Special Rate Variation during the development of the 2011/2012 budget and since that time Council carefully considered a number of options for a Special Rate Variation at various workshops and meetings over two to three years.

Council's deliberations culminated with a report being considered at the November 2013 Council Meeting whereby it was formally resolved that Council would apply for a Special Rate Variation.

In response to the above resolution, Council adopted a rate model based on a common theme of a cumulative increase in rate yield of \$317,250 per annum above rate pegging commencing from the 2015/2016 financial year (average of approximately \$50 per rate assessment based on total assessments as at July 2013). The Special Rate Variation was ultimately approved by IPART in May 2015 and applied for a period of three years being 2015/2016, 2016/2017 and 2017/2018 financial years.

Key elements of the Special Rate Variation are as follows:

- Additional revenue of \$317,250 (\$50 x 6,345 rateable assessments) distributed evenly across all rating categories
- Percentage of total yield within each rating category derived from base rates to remain consistent with rating structure adopted for the 2013/2014 year
- Properties with the average valuation within each rating category will pay an additional amount of approximately \$50 above rate pegging in Year 1.

The central aim of the Special Rate Variation is to provide Council with additional resources to commit to the ongoing maintenance and renewal of Council's assets, with the key area being the local road network.

That being the case, all additional rate income derived from the Special Rate Variation has been, and will continue to be, committed to increasing expenditure on sealed road resealing (50% of SRV income) and unsealed rural road gravel resheeting (50% of SRV income). The result of this process will see an additional \$951,750 per annum being allocated to these two key areas of Council's road maintenance program from the 2017/2018 financial year, the last year of the implementation of the Special Rating Variation.

This review of Council's infrastructure spending requirements is part of the Integrated Planning and Reporting (IP&R) requirements of the NSW Government and has required Councillors to take a detailed look at the organisation and to ensure that it is heading in the direction that residents, identified in the development of the IP&R (community direction) documents.

Council undertook significant consultation with the community about introducing a Special Rate Variation (SRV) and discussed the acceptable level the community can afford and the expected level of service they require Council to meet into the future.

In Council's Fit for the Future Improvement Action Plan the need to save \$100,000 per year was identified, however as these future savings cannot be guaranteed they have not been built into the LFTP. Cost savings outlined at 3.2 outline how Council has performed in reviewing and reforming many functional areas over the last 5 years. Service Reviews of at least two functional areas each year will continue identify opportunities for 'one-off' and recurrent savings.

The timing of Roads to Recovery funding can have a significant impact on the operating performance of Council as this funding is provided over a fix period of four years and Council tends to front end Roads to recovery projects to ensure all funding is expended prior to the end of the four year funding term. To assess the operating performance of Council a four year average should be reviewed aligning with the Roads to Recovery funding cycle. The current four year funding cycle is 2015/2015 – 2018/2019.

Further the consolidated operating result is impacted by the projected operating deficit in the Water supply fund of approximately \$150,000 per annum. Given the characteristics of, particularly the Villages Water Supply the only options Council has is to implement a higher charging regime or purchase water at a lower price. To this end Greater Hume Shire Council has commenced negotiations with Riverina Water County Council to investigate opportunities for the two authorities to work closer together. Council will also investigate other opportunities to obtain water at a lower cost with the aiming of reducing costs to water consumers.

3.2 Cost savings

Function	Financial Year	Operational saving	Comments
Residential Aged Care	2012/2013	\$0	Business and real property sold to the private sector to ensure future losses were no incurred by Council. Funds received were quarantined for future infrastructure replacement and/or provision.
Aged and Community Services		\$0	Withdrawn as service provider due to changes in Federal and State funding to ensure no future losses incurred by Council.
Waste Management	2010/2011 2011/2012 2012/2013 2013/2014	\$181,000 \$99,000 \$57,000 \$34,000	Staged implementation of Waste Management Strategic Plan. Long term aim is for waste management to break even which provides an ongoing annual saving in excess of \$350,000.
Economic Development	2014/2015 and ongoing	\$82,240	Abolition of EDO position and reallocation of those duties to General Manager and Executive Assistant Governance and Economic Development. Reduction of one staff member overall.
Greater Hume VIC at Holbrook	2014/2015	\$40,000	Use of volunteers on weekends
Community Development Officer/Youth Officer positions	2014/2015 & ongoing	\$40,270	Following resignation of two staff a redesign of two existing positions and employment of a trainee. A reduction in one staff member overall.
Finance Department	2014/2015 & ongoing	\$110,890	Reduction of two staff
Library Services	2013/2014 and ongoing	\$16,851	Consolidation of service delivery through Riverina Regional Library Service. Modest saving generated but more importantly service delivery equal to, or greater than pre-existing levels was achieved.
Road Construction – extended hours for construction crews	2013/2014 & ongoing	\$0	Saving not quantified however provides for greater use of internal and external plant and increases Council's work capacity.
Purchasing	2013/2014 & ongoing	\$0	Significant use of Local Government Procurement Vendor Panel and contracts significantly streamlining purchasing
Review of road maintenance techniques	2014/2015 & ongoing	\$0	Road maintenance trials have been undertaken, particularly with poly stabilisation that will improve the efficiency of Council's road maintenance and reconstruction activities.
Review of sealed maintenance patching	2014/2015 & ongoing	\$0	Conversion of a pavement maintenance truck to a one man operation for use on low traffic roads improving efficiency and cost in the longer term.
Review of insurance coverage	2016/2017 & ongoing	\$77,579	Since 2013/14 actual cost of premiums have reduced by \$77,579 from \$336,112 to \$258,533 per annum.
Annual and ongoing saving		\$738,830	

3.3 A more aggressive approach to loan borrowings to fund asset replacement and upgrade

Over the same period of time Council has taken a more aggressive approach to funding asset replacement and improvement through loan borrowings with Council's loan portfolio rising from a predicted \$3.4 million to \$4.7 million in 2015/2016 and rising to a maximum of \$6 million in 2017/2018. It is Council's aim to maintain borrowings at approximately \$6 million on an ongoing basis particularly in the current low interest rate environment. The lower interest rate environment has only resulted in a marginal increase in the predicted borrowing cost of \$295,000 to an actual of \$307,000

3.4 Consolidated Financial Position

Income Statement	Projected 2015/2016 result in 2012	Actual 2015/2016 Result
Nett operating result before Grants and Contributions provided for capital purposes	(\$1,533,664)	\$1,135,084

The change in operating performance in the main is due to lower employment costs (2012 predicted - \$9,511,311: 2015/2016 Actual \$8,966,601) and lower depreciation charges – non cash item (2012 predicted \$7,607,009: 2015/2016 Actual \$6,735,570).

Council is operating a smaller organisation as in 2012 it was estimated that operating expenditure in 2015/2016 would be \$29 million however it was actually just \$26.4 million.

4. FUTURE PLANNING ASSUMPTIONS

A long term financial plan is dependent on a number of planning assumptions. In preparing the LTFP Council considered a range of matters and made appropriate assumptions. These assumptions were used to model and formulate the plan, test a range of scenarios and have ultimately formed the basis of the agreed plan.

As part of the planning process Council modelled three different scenarios in the LTFP. The scenarios tested as part of the modelling process are:

- Base Model – includes rates pegging of 2%, Financial Assistance payments increasing by 2% annually and wage costs increasing by 2.8%
- Worst case scenario – includes rate pegging of 1.5%, no increase to Financial Assistance Grants and wage costs increasing by 3%
- Best case scenario rates increasing by 0.5% above Base Model, Financial Assistnace Grant Payments increasing by 3% and wages cost growth of 2.5%.

4.1 Summary of Key Assumptions and Indices

Some of the key variables reviewed as part of the setup of Council's Delivery Plan budget and the LTFP include:

- Consumer Price Index (CPI): See table below.
- Salaries and Employee Costs: See table below.
- Investment Income: See table below.
- Rate Pegging: See table below.
- Sewer Rates: See table below.
- Waste Charges: See table below.
- Fees and Charges: See table below.
- Population Growth: Given the uncertainty in population growth in regional NSW it was concluded that growth in rate revenue or in additional revenue from fees and charges given the projected size of the market was negligible. Also, any increase in revenue maybe offset against any increase in costs servicing a greater population base. As a result the LTFP has been prepared on the assumption of a constant population and rate assessment base.
- Economic Growth: As per above, due to uncertainties in economic growth rates in regional NSW the LTFP has been prepared on the assumption of a constant economic growth rate.

Assumption/Variable	Calculation Basis	LTFP %
Consumer Price Index (CPI)	NSW Treasury Corporation Forecasts	2.00%
Salaries and Employee Oncosts	Estimated Award increases and salary system progression increases	2.80%
Interest Rate Income	90 day BBSW + 0.5%	17/18 – 2.75% 18/19 – 2.75% 19/20 – 3% 20/21 – 3.25% thereafter 3.5%
Rate Pegging (General Rates Income)	Independent Pricing and Regulatory Tribunal (IPART) and Dept. Local Government Figures	2%
Water and Sewer Rates Income	NSW Public Works	3.00% -
Waste Charges Income	Based on reasonable cost estimates	3%
Fees and Charges Income	As per CPI above	3%

5. REVENUE FORECASTS

The major sources of revenue for councils are:

1. Rates and Annual Charges
2. User Charges and Fees
3. Grants & Contributions
4. Investment Revenue
5. Borrowings
6. Other Revenues

5.1 Rates and Annual Charges

The major component of a Councils' income is produced via the levying of rates. Greater Hume Shire Council is proactive and determined to produce a fair balance between rates levied on the shire population and the level of services that can be provided. The amount that is required to be raised from rating is determined after considering Councils' proposed capital works program whilst ensuring the long-term financial viability of the funds.

An additional consideration is the limitation on rates income that is set by the Minister for Local Government. This limitation is known as Rate Pegging and involves a percentage cap on the income raised from ordinary and special rates from one year to another.

Section 492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates.

5.1.1 Ordinary Rates

By virtue of Section 494 of the Act, Council is required to make and levy an ordinary rate for each year on all rateable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four broad categories provided by Section 493 of the Act are:

- Farmland
- Residential
- Business
- Mining

All rateable land is classed within one of the four categories unless it is deemed non-rateable, such as a church or school or similar institution.

5.1.2 Special Rates

Council has discretion to levy special rates. Special rates must be made pursuant to Section 495 of the Local Government Act 1993 but may be levied under either Section 495 or the provisions of Division 2 of Part 5 of Chapter 15 of the Act. In the former instance, the special rates may be levied for works or services provided or proposed to be provided by Council (e.g. town improvement works benefiting a specific locality, tourism promotion benefiting a particular ratepayer sector) or for other specific purposes. It is important to note that these rates will usually apply to specific rating categories or specific rating areas. Special rates are also capable of application across all ratepayers. For example, all ratepayers in a Council area could be made subject to a special rate, intended to finance a project that will benefit the whole of the Council area. Special rates can also be raised to fund sewer, water supply and waste management projects.

5.1.3 Rate Pegging

Rate pegging is a term that is commonly associated with Section 506 and 509 of the Local Government Act 1993. This term refers to the practice of limiting the amount of revenue a Council can raise from ordinary and special rates by setting a limit on the increase of these rates from previous years. It is important to note that this limit (in the form of a percentage cap) does not apply to an individual's rate levy but rather the total rate levies raised from ordinary and special rates. The Independent Pricing and Regulatory Tribunal (IPART) advise Councils of the allowable rate pegging limit in November/December each year.

The functions of IPART include determining for the rate peg for Council's general (rate) income and reviewing of any applications for special rating variations under the Local Government Act. Part of the framework has included IPART establishing a Local Government Cost Index (LGCI), which will be used in setting the maximum allowable increase in general revenue.

5.1.4 Special Rate Variation

Greater Hume Shire Council had a Special Rating Variation (SRV) approved in May 2015 commencing in the 2015/2016. The SRV will result in an increase in total rate revenue of 7.21%, 7.46% and 7.15% respectively for a period of three financial years commencing 2015/2016. It is a cumulative increase, inclusive of the rate pegging limit set each year by IPART.

Council has indicated that it does not see a need for future SRV's and the 10 year Long Term Financial Plan has only included rate pegging increases outlined in the Assumptions table on page 11.

5.2 User Charges & Fees

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision of water, sewerage and domestic waste services.

5.2.1 Water and Sewerage Charges

The NSW Best-Practice Management of Water Supply and Sewerage Framework requires Council to prepare and implement a sound 20 to 30 year strategic business plan and financial plan in accordance with the NSW Water and Sewerage Strategic Business Planning Guidelines

In September 2012, Council adopted the Strategic Business Plan for Water Supply and Sewerage Services (SBP).

Best Practice requires the SBP be reviewed every four-five years, and provides guidance for the future management of sewerage business. Council is currently reviewing the 30 year financial plan for water and sewerages services which is expected to be completed by November 2017. The revised financial plan will inform budgetary processes for the 2018/2019 Financial Year and beyond.

Based on the existing business plan, Council has set charges to provide sufficient funds to operate and maintain water and sewerage services and to generate additional reserves to provide capital works and upgrades in the future.

- For Residential Properties.
 - A sewerage charge will be applied to all residential customers in accordance with the Department of Primary Industries – Water, Water and Sewerage Best Practice Pricing Guidelines.
 - A water charge based on two components being an Access Charge and a Usage Charge will be applied to all residential customers in accordance with the Department of Primary Industries – Water, Water and Sewerage Best Practice Pricing Guidelines
- For Non-Residential Properties.
 - A two-part sewerage tariff, being a connection charge and a usage charge will be applied. Non-residential properties include multiple occupancies, such as non-strata flats and units, and those properties which are categorised as “business” for rating purposes. The connection charge is determined by multiplying the access charge applicable to the water service connection size, by the sewerage discharge factor (SDF). The usage charge is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by the appropriate usage charge as adopted. The SDF is a customer’s estimated volume discharged into the sewerage system to the customers total water consumption. For non-residential properties the SDF varies based on the usage requirements of a customer’s enterprise.
 - A water charge based on two components being an Access Charge and a Usage Charge will be applied to all non-residential customers. Access charges are determined by the size of the applicable water meter connected to the property.

Details of applicable charges are outlined in Councils revenue policy.

5.2.2 Waste Management Charges

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. The service includes a weekly garbage collection service and a fortnightly recycling collection service to eligible properties.

5.2.3 Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates. The majority of statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.

5.2.4 Other Fees

User fees and charges include office fees (photocopying, binding etc.), fees for use of Council facilities and other statutory and regulatory fees.

No significant new user charge or fee opportunities have been identified as part of the development of the CSP, although existing fees and charges are reviewed annually to ascertain relativities to cost of service provision and charges of neighbouring councils

5.3 Grants & Contributions

In reviewing grants and contributions it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure.

One of the measures announced in the 2014 Federal Budget related to the pausing of indexation of the Local Government Financial Assistance Grants program for three years commencing 1 July 2014. This decision effectively froze the amount Council will receive in Financial Assistance Grants for the 2014/2015, 2015/2016 and 2016/2017 financial years to the same level as was received in the 2013/2014 year i.e. a General Purposes Component of \$3,000,319 and a Local Roads Component of \$1,886,717 (total \$4,887,036). In reality due to other factors such as lower than State average population growth, the impact of the minimum grant and a decision by the NSW State Government to direct increased funding to the Far West, Council's total Financial Assistance Grant in 2016/2017 was \$4,763,638 which is \$123,398 less than the 2013/2014 Grant. By the commencement of the 2017/2018 Financial Year this will have reduced Council's revenue over this period of time by almost \$1,000,000 and a permanent reduction in the Financial Assistance Grant of over \$400,000 annually

Given the undertakings given by the Australian Government and forward estimates included in last year's Australian budget indexation of 2% has been applied for the years 2017/2018 to 2026/2027.

The Section 94A Developer Contribution Plan aims to generate contributions that will support the maintenance of levels of service for new community infrastructure to the present standard of facilities per head of existing population. It is estimated that section 94A plans will generate \$100,000 over the life of the Long Term Financial Plan.

5.4 Investments Revenue

Council's Investment Strategy is to undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council funds.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.

Forecast returns on Council's investment portfolio are based on the forecast 90 Day Bank Bill Swap Rate plus a small margin of 0.5% to reflect strategic investments in longer term investment products where appropriate.

Over the term of the LTFP the following investment returns have been allowed.

2017/2018 – 2.75%

2018/2019 – 2.75%

2019/2020 – 3%

2020/2021 – 3.25%

Thereafter – 3.5%

5.5 Other Revenue

The majority of other revenues are generated by rental income on Council properties and various other sources. Rentals will vary according to supply and demand, however forecast fluctuations in supply and demand over ten year period, if available, are not considered reliable. Therefore assuming rents will increase in line with CPI over the long term is considered a reasonable approach. Given that 'other revenues' represent less than 3% of total revenues the potential margin of error of this assumption, and resultant impact on financial position, is considered immaterial.

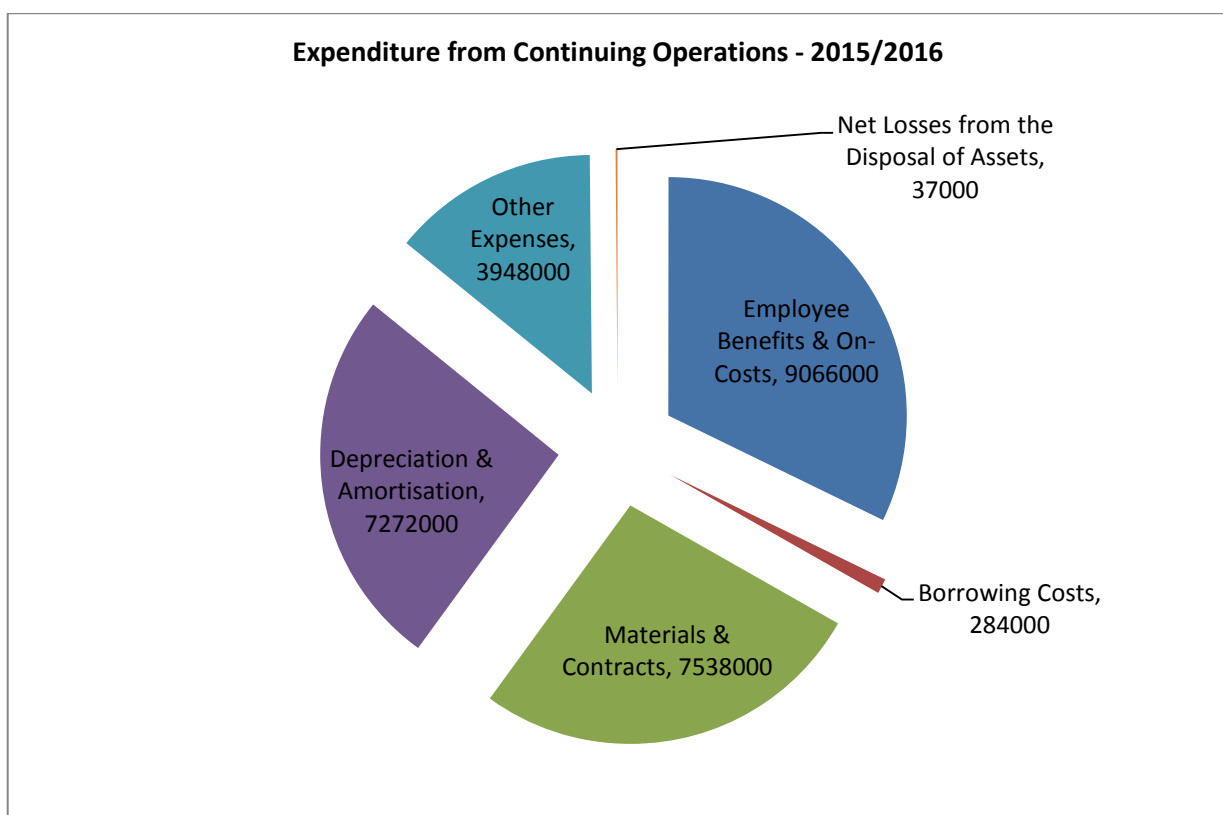
6. EXPENDITURE FORECASTS

Much of Council's expenditure is regular and systematic. To ensure financial forecasts are based on accurate information, and sufficient resources are provided to satisfy the identified expectations of the community.

The major expenditure items as the basis for the forecast include:

- Employee costs
- Borrowing costs
- Material and Contracts
- Depreciation
- Other Expenses

The following graph shows the breakdown of expenses for Greater Hume Shire Council in 2015/2016



6.1 Salaries, Wages and Employee On-costs

Council's long term forecast relating to staffing is contained in detail within the Workforce Strategy. The Workforce Strategy also identifies the human resources Greater Hume Shire Council requires to continue its strategic direction and deliver services in an efficient and effective manner.

For the purpose of projecting future salary, wage and ELE costs to Council a percentage increase of 2.8% has been applied (see Planning Assumptions). This is to account for future Award increases and staff competency/performance increases.

Employee on-costs are assigned to labour hours to recover fixed employment costs such as workers compensation and superannuation premiums, and provision of tools and equipment. Further, the attribution of other organisation support costs, such as human resource or IT support, may be distributed based on number of staff or labour hours.

Other employee on-costs e.g. training, protective clothing and travel costs are separately allocated against functions.

Further details about Council's staff costs are included in the Workforce Plan.

6.2 Loans / Debt Service Costs

Loans are borrowed for major projects for a term commensurate with the life of the asset (usually not greater than 30 years). Where grants are available and may allow construction of an asset sooner, then loans are used to attract or match that grant.

Loans allow Council to spread the cost of the asset over the length of the loan period, ensuring that both current and future generations contribute to paying for the asset. This is in accordance with inter-generational equity principle. Council avoids borrowing for the annual recurring costs of asset renewals.

As stated previously Council has determined an optimum loan portfolio of \$6,000,000 and it is proposed to hold borrowings at this level during the term of the LTFP. Should interest increase this may require a downward revision of the optimum borrowing limit.

All loans are financed from NSW Treasury or an approved financial institution that offers the most competitive interest rate.

The following new loan borrowings are proposed for the 2017/2018 to the 2020/2021 Financial Years:

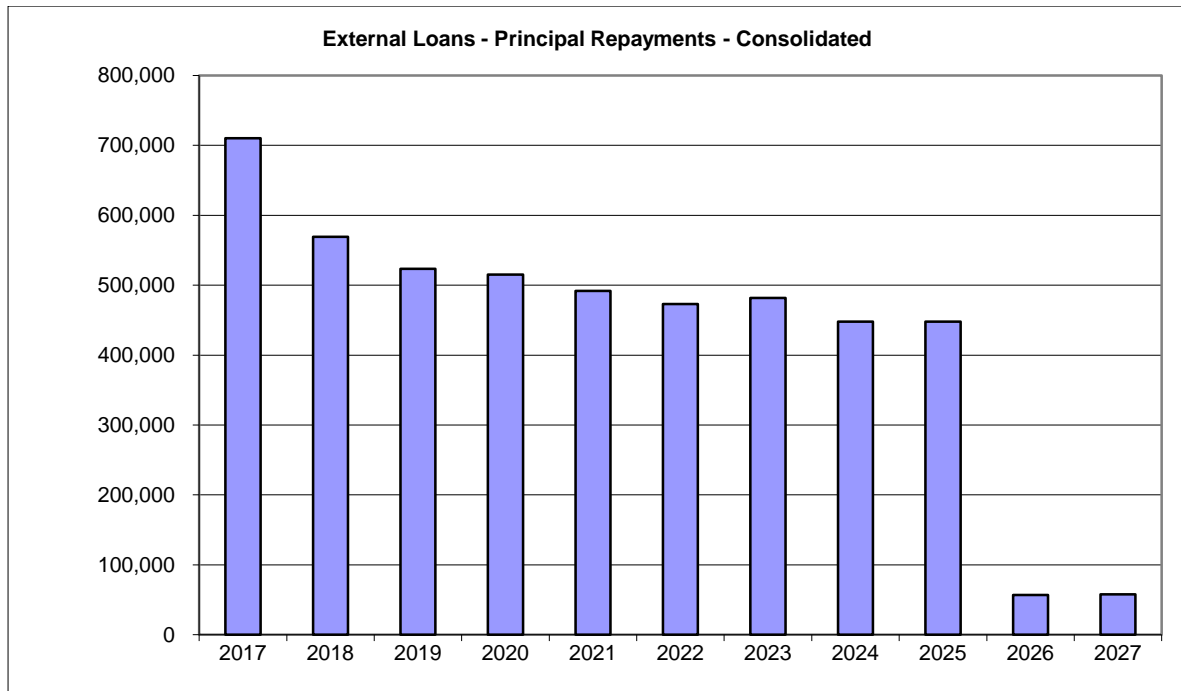
2017/2018

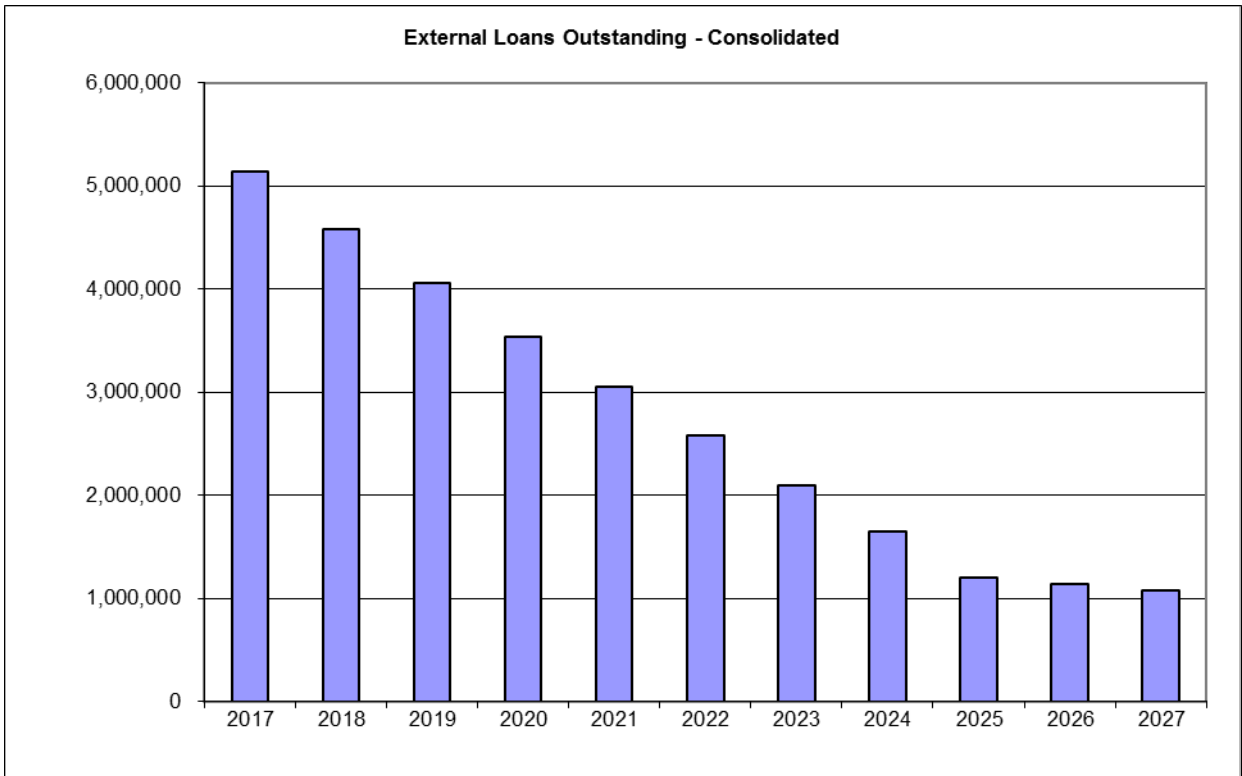
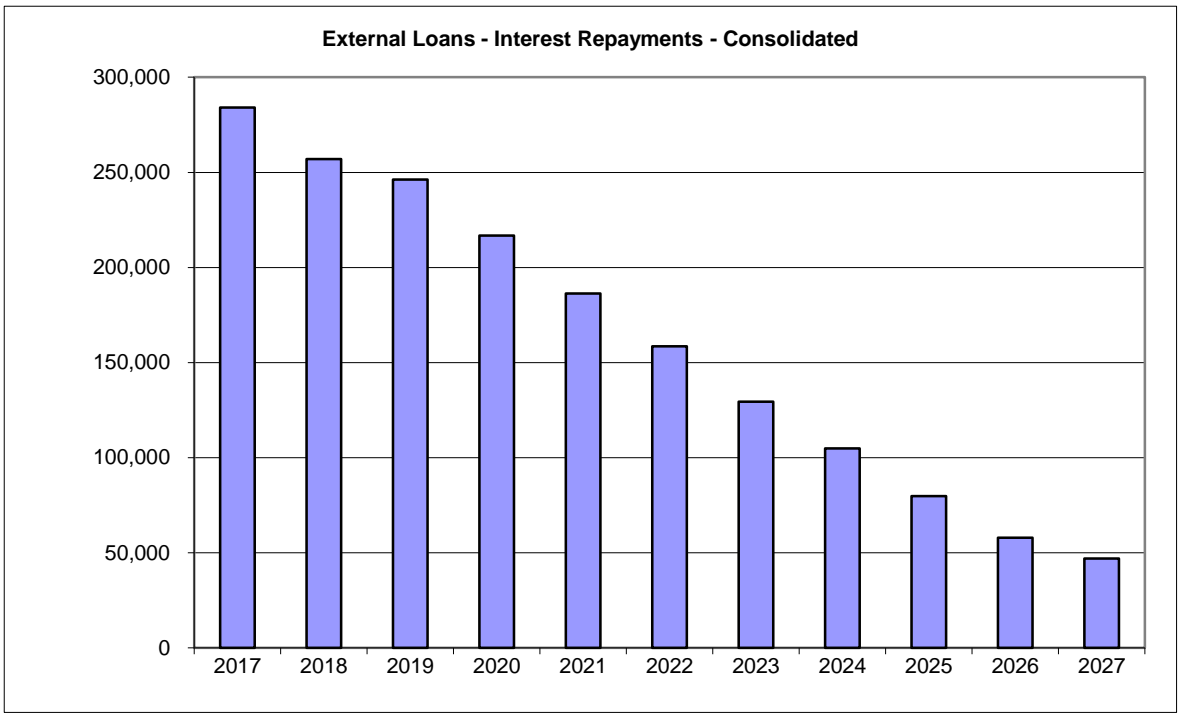
Walla Walla Children's Services Project	\$250,000
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Council will be borrowing \$1.4m in the 2016/2017 Financial year to fund the redevelopment of the Henty Swimming Pool and the construction of the Holbrook Depot .

In the financial modelling scenarios detailed below, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital works program.

The following tables show projected loan repayments (consolidated for each fund) over the LTFP:





Council aims to maintain a debt service cover ratio above 2% at all times. During the course of the LTFP Council achieves this target.

Where possible the term of the loan will be matched against the future economic benefit of the asset. This means that the asset/borrowing will be paid for by residents who will consume the services provided by the asset over its useful life.

The outstanding loan graph indicates that Council has significant capacity to enter into additional loans for capital works from 2020/2021, however this will need to be balanced with Councils capacity to service the increased debt.

6.3 Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating cost has been generally based on CPI. The exceptions to this are expenditures that are either i) not recurrent every year, ii) have been identified as increasing by an amount different to CPI or iii) a result of increased services or service levels.

Examples of these expenditures include:

- Council elections and associated cost estimated to be \$70,000 in 2020/21 and \$75,000 in 2024/25.
- Increased waste contractor fees in excess of CPI each year reflecting known increases in the NSW Department of Environment, Climate Change and Water waste levy on waste disposed as landfill.

6.4 Asset Management

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans. In accordance with Council's asset management review, asset maintenance has been increased by CPI with a strong focus on asset renewals as opposed to construction of new assets.

Subject to a successful special rate variation, assets should be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

7. SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at "what if" scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast; growth is half that forecast, or investment returns are 1% less than forecast in plan.

The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

7.1 Employee Costs

Employee costs make up 37% of projected 2016/2017 operating expenditure. This is reflective of the service based nature of a significant proportion of council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of 2.8% to employee costs.

Due to the above factors an impact of a 3% increase in employee costs each year was modelled in the 'Worst Case' scenario and a 2.5% increase in employee costs in the 'Best Case' scenario.

7.2 Rates and Annual Charges Revenue

Council's "Own Source Revenue" from Rates and Annual Charges revenue makes up 55% of the projected 2016/2017 operating revenue. The Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application. The LTFP includes implementation of the final year of the 3 year special rate variation in 2017/2018. In Council's Fit for the Future submission it was articulated that it was unlikely that Council would meet the Own Source Revenue benchmark of 60% and that Council did not consider it appropriate to seek further special rating variations just to meet the "Own Source Revenue" benchmark. It is considered at this point ratepayers do not have the willingness or capacity to pay.

The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions have the ability to impact rate payer capacity to pay and in so doing will affect the Council cash flow from rating. Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative change in this area of operation (due to Federal and State environmental policies and other regulations).

Due to Council's reliance on rate revenue, the impact of 0.5 increase/decrease in ratepegging was modelled.

7.3 Inflation

Given the considerable number of assets held, constructed and maintained by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP. Council has considerable pressure from rising raw material costs including fuel, electricity and gas and road construction materials. Any major unplanned increases in these costs above assumed CPI will impact the LTFP.

7.4 Investment Returns

Council's current approach is that interest earnings from investments are used to fund the operational budget. This source of revenue however, is impacted by the various fluctuations of the investment market and is not necessarily a reliable source of revenue. The potential use of interest income as a source of revenue to balance the operational budget may in turn be impacted.

7.5 Grants

Council relies heavily on income from the Federal Government Financial Assistance and the Roads to Recovery grant programs.

The Financial Assistance Grant is calculated using a formula that takes into account the population of the Local Government areas, road lengths and a number of other demographics. Given the complexity of the formula it is difficult to calculate any potential impacts to Council if any of the inputs were to change; therefore Council has ignored this in the creation of the long term financial plan.

In the Long Term Financial Plan Council has assumed an increase in the Financial Assistance Grant of 2% per annum, but a Nil increase has also been modelled in the worst case scenario and a 3% annual increase in the 'Best Case' scenario.

Money provided under the Roads to Recovery Program is not intended to replace council spending on roads but to assist councils in their local road construction or maintenance. The Roads to Recovery Program is scheduled to conclude in 2019. However due to the heavy reliance of this program throughout NSW and indeed Australia there has been much lobbying for the continuation of this program. The LTFP has been prepared with the assumption that the Roads to Recovery Program will continue indefinitely.

8. PERFORMANCE MEASURES

8.1 Financial Analysis

A number of key indicators have been developed to monitor performance against the LTFP to assess Council's long term sustainability. These key performance indicators will provide clear targets against which the council can report its progress to the community.

8.1.1 Cash / Liquidity Position

Cash and cash management is vital for the short and long term survival and of any business. The ability to convert an asset to cash quickly to meet current obligations/liabilities is an important part of managing Councils' day to day business needs.

Unrestricted Current Ratio

Definition: $\frac{\text{Unrestricted Current Assets}}{\text{Unrestricted Current Liabilities}}$

Description:

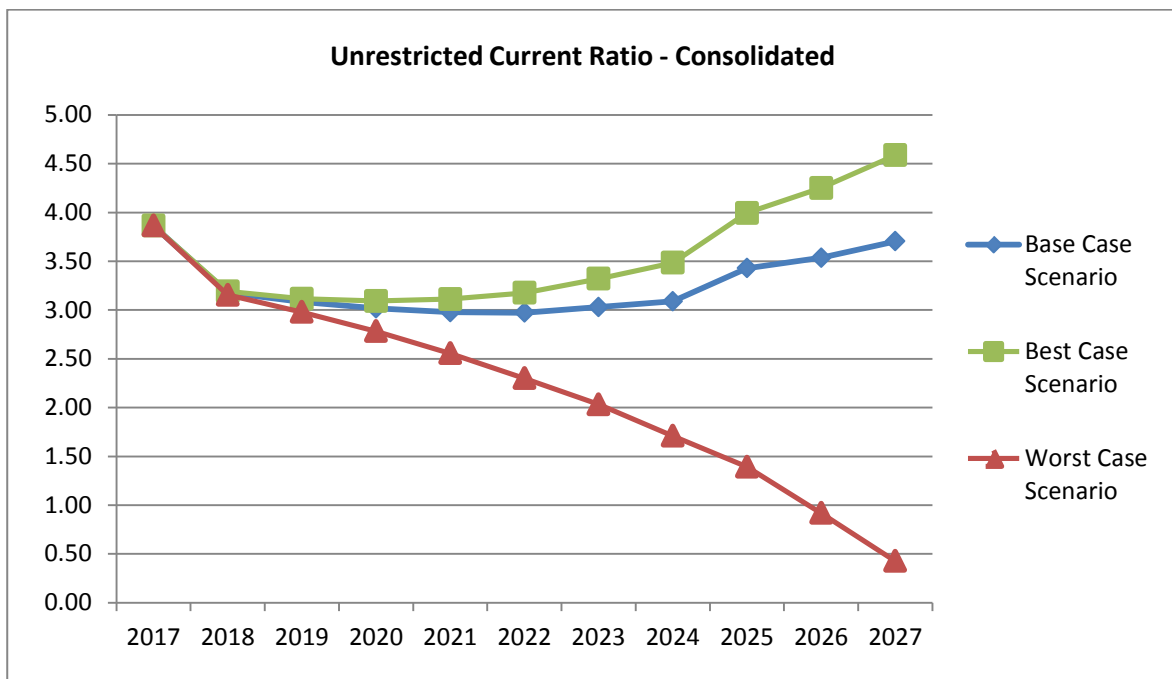
Measures the ability of council to pay its debts as and when they fall due.

Target:

Council aims to maintain a ratio above 2.0 at all times.

Projection:

That the ratio remains above 2.0 for the duration of the LTFP.



8.1.2 Operating Result (Before Capital Grants and Contributions)

Operating Result (Before Capital Grants and Contributions)

Definition:

Result or surplus/deficit from operations after considering all income and expenditure.

Description:

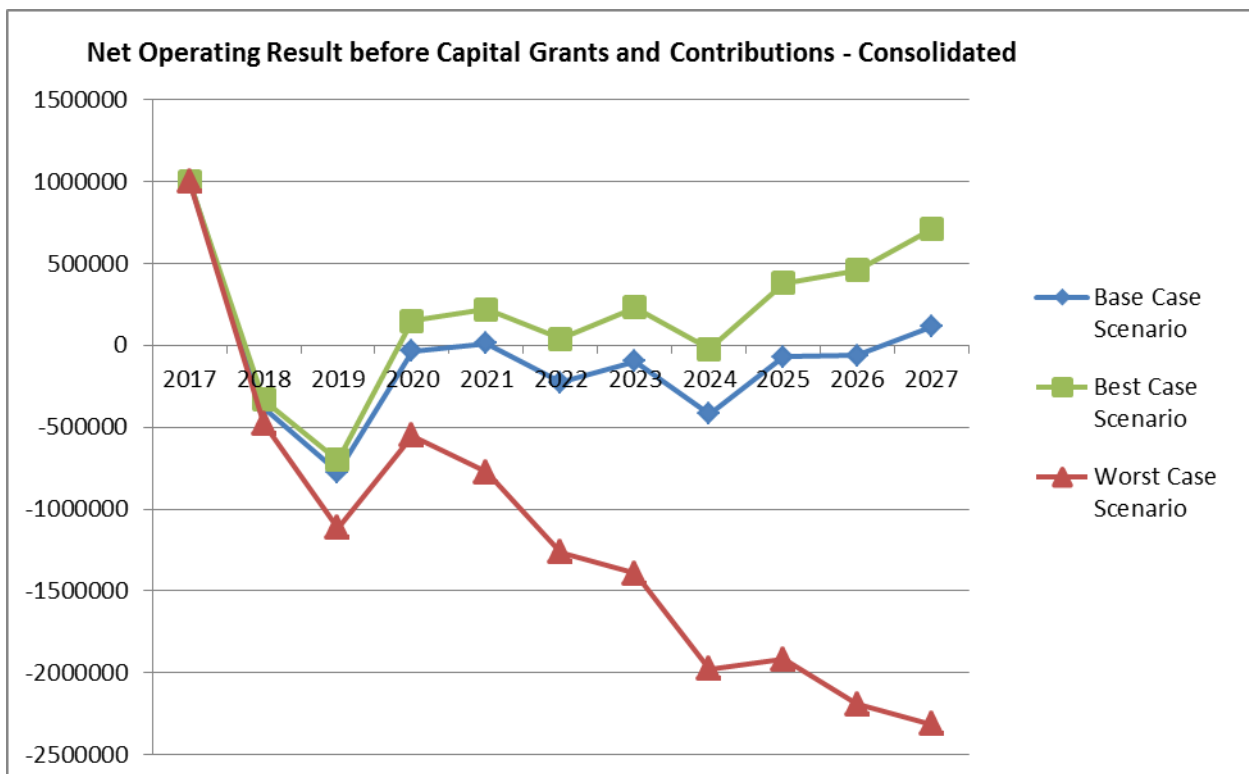
Councils operating result is normally regarded as an important criterion in measuring performance. The issue for Councils is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

Target:

To achieve an operating surplus by year 10 of the LTFP.

Projection:

The following graph projects the estimated result for each year of the LTFP.



8.1.3 Operating Performance

Operating Performance Ratio

Definition:

Measure of Council's achievement of containing operating expenditure within operating revenue.

Description:

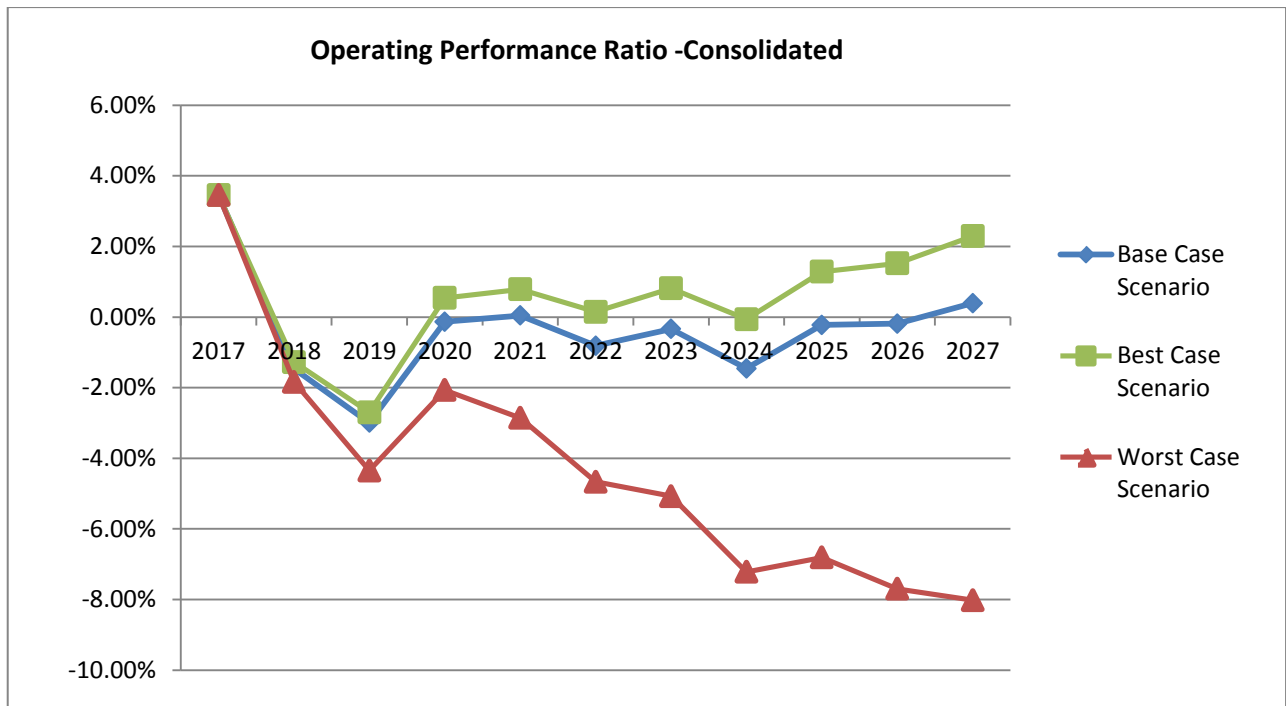
Councils operating result is normally regarded as an important criterion in measuring performance. The issue for Councils is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

Target:

To achieve an Operating Performance Ratio of a minimum -5% by year 10 of the LTFP.

Projection:

The following graph projects the estimated result for each year of the LTFP.



8.1.4 Debt Management

Prudent financial management dictates that a council does not over commit itself to debts that it cannot fulfil. It is important to assess the ongoing risk that is associated with meeting any debt and interest commitments to ensure there are sufficient funds available to meet any current and future liabilities of Council.

Debt Service Cover Ratio

Definition:

The availability of operating cash to service debt

Description:

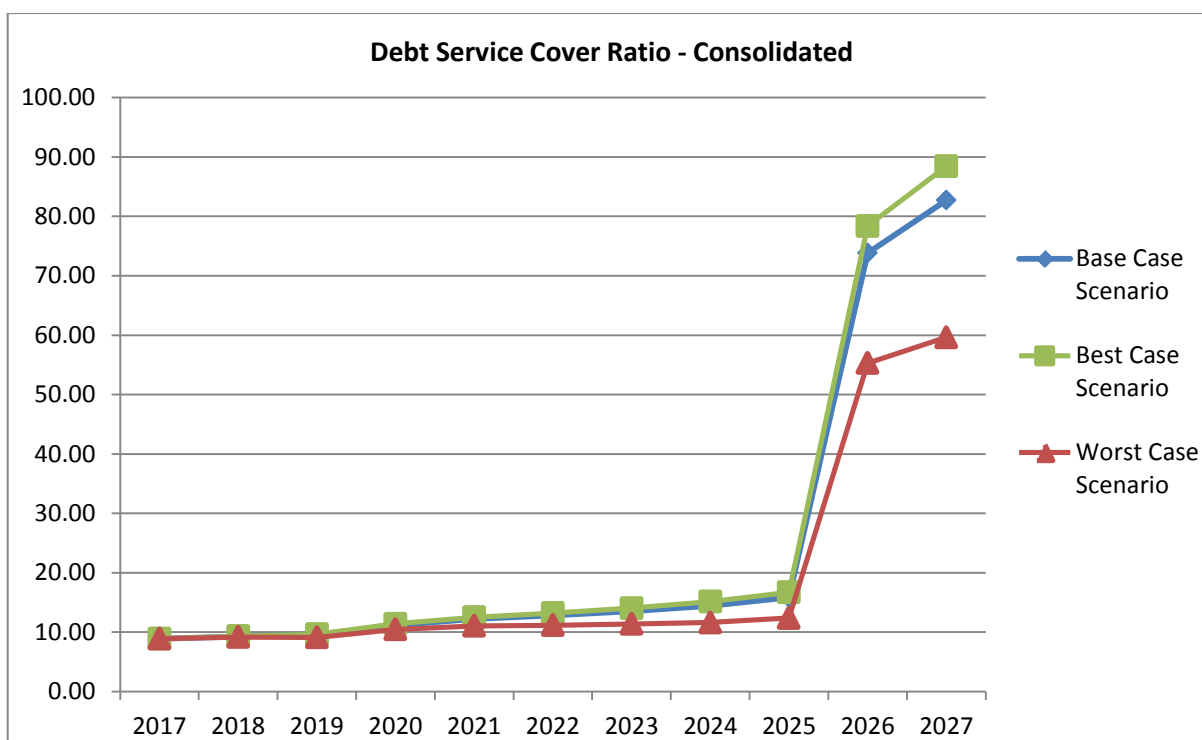
The Debt Service Cover Ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Target:

Council aims to maintain this ratio above 2.0 at all times.

Projection:

The following graph projects the estimated percentage of the LTFP.



8.1.5 Dependence on Revenue from Rates and Annual Charges

Councils throughout NSW have become dependent on Rating and Annual Charges Revenue to meet the various costs associated with servicing their communities. This dependence highlights the need for Council to look for new opportunities to ensure the long term sustainability of the Shire.

Own Source Operating Revenue Ratio

Definition:

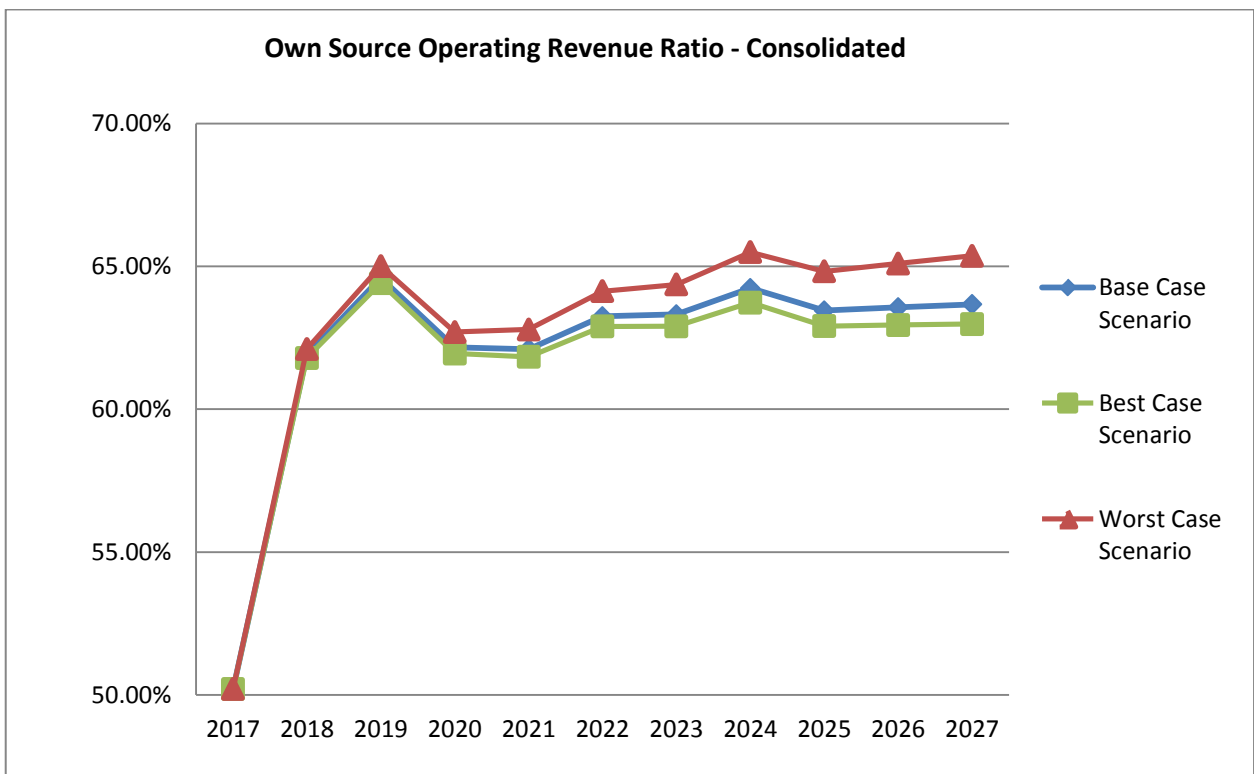
Degree of reliance on external funding compared to own source revenue

Description:

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Projection:

The following graph projects the estimated percentage of the LTFP.



9. APPENDICES

Budgeted Income Statement – Consolidated

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Base Case Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,471,000	10,168,769	10,832,039	11,067,377	11,307,433	11,552,811	11,803,629	12,060,013	12,322,091	12,589,987	12,863,839	13,143,780
User Charges & Fees	7,729,000	6,288,615	5,455,790	5,516,751	5,490,375	5,557,008	5,623,794	5,692,047	5,763,340	5,834,678	5,909,115	5,983,709
Interest & Investment Revenue	654,000	636,986	661,528	661,628	656,725	706,826	702,877	702,981	703,086	703,193	703,302	703,412
Other Revenues	500,000	297,921	258,511	261,167	263,874	266,636	269,482	272,399	275,360	278,384	281,467	284,584
Grants & Contributions provided for Operating Purposes	11,285,000	11,635,284	8,761,056	8,348,183	9,334,753	9,574,122	9,330,045	9,489,085	9,251,313	9,816,793	9,957,994	10,104,936
Grants & Contributions provided for Capital Purposes	5,096,000	5,610,283	1,830,980	1,245,701	1,445,946	1,460,441	1,361,074	1,361,708	1,362,330	1,362,976	1,369,317	1,375,705
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	34,735,000	34,637,858	27,799,904	27,100,806	28,499,107	29,117,844	29,090,901	29,578,233	29,677,519	30,586,011	31,085,035	31,596,127
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,066,000	8,759,884	8,654,915	8,816,069	9,067,073	9,218,462	9,403,675	9,599,227	9,799,746	9,995,789	10,198,914	10,412,939
Borrowing Costs	284,000	284,125	256,919	246,232	216,829	186,322	158,545	129,420	104,810	79,749	57,970	46,975
Materials & Contracts	7,538,000	8,419,735	6,484,847	6,450,443	6,512,555	6,768,831	6,765,360	6,796,296	6,873,733	7,094,654	7,164,339	7,157,132
Depreciation & Amortisation	7,272,000	7,570,640	7,794,546	7,889,017	7,985,165	8,083,028	8,150,013	8,218,163	8,287,495	8,358,036	8,489,806	8,520,187
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,948,000	2,989,699	3,157,546	3,227,522	3,307,523	3,390,104	3,479,385	3,571,024	3,665,831	3,764,040	3,865,898	3,969,992
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	37,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	28,145,000	28,024,083	26,348,773	26,629,282	27,089,145	27,646,748	27,956,979	28,314,130	28,731,615	29,292,267	29,776,928	30,107,225
Operating Result from Continuing Operations	6,590,000	6,613,775	1,451,131	471,524	1,409,961	1,471,097	1,133,923	1,264,103	945,904	1,293,744	1,308,107	1,488,901
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6,590,000	6,613,775	1,451,131	471,524	1,409,961	1,471,097	1,133,923	1,264,103	945,904	1,293,744	1,308,107	1,488,901
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,494,000	1,003,492	(379,849)	(774,177)	(35,985)	10,655	(227,152)	(97,605)	(416,426)	(69,231)	(61,211)	113,196

Budgeted Income Statement – General Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
INCOME STATEMENT - GENERAL FUND												
Scenario: Base Case Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,520,000	8,309,074	8,937,342	9,124,817	9,316,308	9,511,909	9,711,704	9,915,790	10,124,262	10,337,212	10,554,744	10,776,957
User Charges & Fees	6,331,000	4,969,156	4,114,216	4,142,276	4,082,175	4,114,241	4,145,595	4,177,531	4,211,599	4,244,781	4,280,108	4,314,615
Interest & Investment Revenue	523,000	554,647	550,332	547,133	514,235	618,373	667,601	663,703	634,606	604,633	544,248	512,743
Other Revenues	456,000	256,460	216,220	217,818	219,441	221,093	222,801	224,551	226,315	228,113	229,939	231,768
Grants & Contributions provided for Operating Purposes	11,237,000	11,581,767	8,706,469	8,292,231	9,277,402	9,515,337	9,269,790	9,427,323	9,188,008	9,751,906	9,891,485	10,036,765
Grants & Contributions provided for Capital Purposes	5,011,000	5,515,565	1,830,980	1,245,701	1,445,946	1,460,441	1,361,074	1,361,708	1,362,330	1,362,976	1,369,317	1,375,705
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	31,078,000	31,186,669	24,355,559	23,569,975	24,855,508	25,441,394	25,378,565	25,770,605	25,747,119	26,529,621	26,869,842	27,248,554
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,053,000	7,717,359	7,548,389	7,684,654	7,910,133	8,035,189	8,188,890	8,352,082	8,519,379	8,681,313	8,849,418	9,027,375
Borrowing Costs	284,000	284,125	256,919	246,232	216,829	186,322	158,545	129,420	104,810	79,749	57,970	46,975
Materials & Contracts	7,220,000	7,072,495	5,105,039	5,251,207	5,258,571	5,484,390	5,444,662	5,473,504	5,518,149	5,705,474	5,715,667	5,693,068
Depreciation & Amortisation	6,262,000	6,530,188	6,738,486	6,806,555	6,875,641	6,945,766	6,984,319	7,023,326	7,062,787	7,102,710	7,203,099	7,201,311
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,963,000	2,737,813	2,896,314	2,960,468	3,034,403	3,110,825	3,193,226	3,277,815	3,365,400	3,456,206	3,550,479	3,646,781
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	37,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	24,819,000	24,341,980	22,545,147	22,949,115	23,295,577	23,762,493	23,969,642	24,256,147	24,570,525	25,025,452	25,376,633	25,615,510
Operating Result from Continuing Operations	6,259,000	6,844,689	1,810,412	620,860	1,559,930	1,678,902	1,408,923	1,514,458	1,176,594	1,504,170	1,493,209	1,633,044
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6,259,000	6,844,689	1,810,412	620,860	1,559,930	1,678,902	1,408,923	1,514,458	1,176,594	1,504,170	1,493,209	1,633,044
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,248,000	1,329,124	(20,568)	(624,841)	113,984	218,461	47,848	152,750	(185,736)	141,194	123,892	257,338

Budgeted Income Statement – Water Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
INCOME STATEMENT - WATER FUND												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	659,000	607,305	628,110	643,812	659,908	676,405	693,315	710,648	728,415	746,626	765,292	784,425
User Charges & Fees	1,105,000	1,070,006	1,089,400	1,115,997	1,143,260	1,171,204	1,199,847	1,229,205	1,259,297	1,290,142	1,321,758	1,354,164
Interest & Investment Revenue	49,000	19,630	24,126	27,425	29,759	31,315	35,276	39,103	42,996	45,562	75,412	75,412
Other Revenues	29,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17,000	16,665	16,998	17,423	17,859	18,306	18,763	19,232	19,713	20,206	20,711	21,228
Grants & Contributions provided for Capital Purposes	60,000	49,718	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,919,000	1,763,324	1,758,634	1,804,657	1,850,786	1,897,230	1,947,201	1,998,188	2,050,421	2,102,536	2,183,173	2,235,229
Expenses from Continuing Operations												
Employee Benefits & On-Costs	403,000	410,811	447,137	457,817	468,761	480,045	492,849	506,001	519,502	533,365	547,598	562,323
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	150,000	977,440	1,011,240	890,780	914,350	943,419	981,881	985,968	1,010,649	1,035,918	1,086,803	1,093,348
Depreciation & Amortisation	434,000	447,318	454,030	465,381	477,016	488,941	501,165	513,695	526,537	539,700	553,192	567,022
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	909,000	123,581	129,640	132,844	136,140	139,509	142,958	146,492	150,114	153,825	157,629	161,547
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,896,000	1,959,150	2,042,047	1,946,822	1,996,267	2,051,914	2,118,853	2,152,156	2,206,802	2,262,808	2,345,222	2,384,240
Operating Result from Continuing Operations	23,000	(195,826)	(283,413)	(142,165)	(145,481)	(154,684)	(171,652)	(153,968)	(156,381)	(160,272)	(162,049)	(149,011)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	23,000	(195,826)	(283,413)	(142,165)	(145,481)	(154,684)	(171,652)	(153,968)	(156,381)	(160,272)	(162,049)	(149,011)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(37,000)	(245,544)	(283,413)	(142,165)	(145,481)	(154,684)	(171,652)	(153,968)	(156,381)	(160,272)	(162,049)	(149,011)

Budgeted Income Statement – Sewer Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
INCOME STATEMENT - SEWER FUND												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,292,000	1,252,390	1,266,587	1,298,748	1,331,217	1,364,497	1,398,609	1,433,575	1,469,414	1,506,149	1,543,803	1,582,398
User Charges & Fees	293,000	249,453	252,174	258,478	264,940	271,563	278,352	285,311	292,444	299,755	307,249	314,930
Interest & Investment Revenue	82,000	62,709	87,070	87,070	112,731	57,138	-	175	25,484	52,998	83,642	115,257
Other Revenues	15,000	41,461	42,291	43,349	44,433	45,543	46,682	47,849	49,045	50,271	51,528	52,816
Grants & Contributions provided for Operating Purposes	31,000	36,852	37,589	38,529	39,492	40,479	41,492	42,530	43,592	44,681	45,798	46,943
Grants & Contributions provided for Capital Purposes	25,000	45,000	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,738,000	1,687,865	1,685,711	1,726,174	1,792,813	1,779,220	1,765,135	1,809,439	1,879,979	1,953,854	2,032,020	2,112,344
Expenses from Continuing Operations												
Employee Benefits & On-Costs	610,000	631,714	659,389	673,598	688,179	703,228	721,937	741,144	760,864	781,111	801,898	823,240
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	168,000	369,800	368,568	308,456	339,634	341,022	338,817	336,825	344,935	353,263	361,869	370,717
Depreciation & Amortisation	576,000	593,134	602,030	617,081	632,508	648,321	664,529	681,142	698,171	715,625	733,516	751,854
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	76,000	128,305	131,592	134,210	136,980	139,770	143,201	146,716	150,318	154,009	157,790	161,665
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,430,000	1,722,953	1,761,579	1,733,345	1,797,301	1,832,341	1,868,484	1,905,827	1,954,289	2,004,007	2,055,073	2,107,475
Operating Result from Continuing Operations	308,000	(35,088)	(75,868)	(7,171)	(4,488)	(53,121)	(103,349)	(96,388)	(74,310)	(50,153)	(23,054)	4,869
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	308,000	(35,088)	(75,868)	(7,171)	(4,488)	(53,121)	(103,349)	(96,388)	(74,310)	(50,153)	(23,054)	4,869
Net Operating Result before Grants and Contributions provided for Capital Purposes	283,000	(80,088)	(75,868)	(7,171)	(4,488)	(53,121)	(103,349)	(96,388)	(74,310)	(50,153)	(23,054)	4,869

Budgeted Balance Sheet - Consolidated

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
BALANCE SHEET - CONSOLIDATED												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,578,000	3,878,850	4,318,629	4,849,255	1,123,810	1,822,267	2,618,803	3,503,138	4,653,449	5,531,481	6,876,376	8,553,298
Investments	14,420,000	9,337,961	8,823,286	8,303,008	8,030,205	7,726,162	7,724,506	7,721,997	7,718,618	7,714,351	7,709,179	7,704,007
Receivables	5,444,000	5,275,583	5,276,834	5,270,939	5,268,000	5,268,000	5,268,001	5,268,001	5,268,001	5,268,001	5,268,001	5,268,001
Inventories	1,941,000	1,915,947	1,885,010	1,887,319	1,887,420	1,890,961	1,890,320	1,890,762	1,891,454	1,894,399	1,894,546	1,894,189
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	27,383,000	20,408,341	20,303,759	20,310,521	16,309,434	16,707,390	17,501,630	18,383,898	19,531,522	20,408,232	21,748,102	23,419,494
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	10,000	11,773	2,939	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	465,992,000	480,366,335	482,236,182	482,173,193	487,097,002	487,708,908	487,605,183	487,534,948	486,915,677	486,915,854	486,860,301	486,622,956
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	318,000	286,000	254,000	222,000	190,000	158,000	126,000	94,000	62,000	30,000	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	466,320,000	480,664,108	482,493,121	482,395,193	487,287,002	487,866,908	487,731,183	487,628,948	486,977,677	486,945,854	486,860,301	486,622,956
TOTAL ASSETS	493,703,000	501,072,449	502,796,880	502,705,714	503,596,436	504,574,298	505,232,814	506,012,846	506,509,199	507,354,086	508,608,403	510,042,451
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,223,000	2,589,053	3,431,453	3,392,337	3,388,216	3,386,606	3,384,147	3,381,957	3,380,356	3,379,448	3,382,682	3,385,828
Borrowings	666,000	569,100	523,574	515,118	491,625	472,948	481,880	447,950	447,950	57,023	58,000	58,000
Provisions	3,190,000	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,079,000	6,284,556	7,081,430	7,033,858	7,006,243	6,985,957	6,992,430	6,956,310	6,954,709	6,562,874	6,567,085	6,570,231
Non-Current Liabilities												
Payables	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000
Borrowings	4,092,000	4,578,521	4,054,947	3,539,829	3,048,204	2,575,256	2,093,376	1,645,426	1,197,476	1,140,453	1,082,453	1,024,453
Provisions	505,000	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,455,000	6,005,118	5,481,544	4,966,426	4,474,801	4,001,853	3,519,973	3,072,023	2,624,073	2,567,050	2,509,050	2,451,050
TOTAL LIABILITIES	11,534,000	12,289,674	12,562,974	12,000,284	11,481,045	10,987,810	10,512,403	10,028,333	9,578,782	9,129,924	9,076,135	9,021,281
Net Assets	482,169,000	488,782,775	490,233,906	490,705,430	492,115,391	493,586,488	494,720,411	495,984,513	496,930,417	498,224,162	499,532,268	501,021,169
EQUITY												
Retained Earnings	239,891,000	246,504,775	247,955,906	248,427,430	249,837,391	251,308,488	252,442,411	253,706,513	254,652,417	255,946,162	257,254,268	258,743,169
Revaluation Reserves	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000	242,278,000
Council Equity Interest	482,169,000	488,782,775	490,233,906	490,705,430	492,115,391	493,586,488	494,720,411	495,984,513	496,930,417	498,224,162	499,532,268	501,021,169
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	482,169,000	488,782,775	490,233,906	490,705,430	492,115,391	493,586,488	494,720,411	495,984,513	496,930,417	498,224,162	499,532,268	501,021,169

Budgeted Balance Sheet – General Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
BALANCE SHEET - GENERAL FUND												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,407,000	-	-	-	-	-	1,844	123,697	359,991	368,123	770,414	1,392,600
Investments	14,420,000	9,337,961	8,823,286	8,303,008	8,030,205	7,726,162	7,724,506	7,721,997	7,718,618	7,714,351	7,709,179	7,704,007
Receivables	4,834,000	4,665,583	4,666,834	4,660,939	4,658,000	4,658,000	4,658,000	4,658,000	4,658,000	4,658,000	4,658,000	4,658,000
Inventories	1,941,000	1,915,947	1,885,010	1,887,319	1,887,420	1,890,961	1,890,320	1,890,762	1,891,454	1,894,399	1,894,546	1,894,189
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	22,602,000	15,919,491	15,375,130	14,851,266	14,575,624	14,275,123	14,274,670	14,394,456	14,628,063	14,634,873	15,032,138	15,648,796
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	10,000	11,773	2,939	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	413,208,000	427,521,099	430,190,006	430,806,979	432,155,312	433,673,480	434,639,449	435,582,052	436,107,488	437,187,990	438,260,145	439,221,676
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	318,000	286,000	254,000	222,000	190,000	158,000	126,000	94,000	62,000	30,000	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	413,536,000	427,818,872	430,446,945	431,028,979	432,345,312	433,831,480	434,765,449	435,676,052	436,169,488	437,217,990	438,260,145	439,221,676
TOTAL ASSETS	436,138,000	443,738,363	445,822,075	445,880,245	446,920,936	448,106,603	449,040,119	450,070,508	450,797,552	451,852,863	453,292,283	454,870,472
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	0	-	-	-	-	-	-	-	-	-	-
Payables	2,056,000	2,422,053	3,264,453	3,225,337	3,221,216	3,219,605	3,217,147	3,214,957	3,213,357	3,212,449	3,215,683	3,218,828
Borrowings	666,000	569,100	523,574	515,118	491,625	472,948	481,880	447,950	447,950	57,023	58,000	58,000
Provisions	3,190,000	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403	3,126,403
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,912,000	6,117,556	6,914,430	6,866,858	6,839,243	6,818,956	6,825,430	6,789,310	6,787,710	6,395,875	6,400,086	6,403,231
Non-Current Liabilities												
Payables	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000	858,000
Borrowings	4,092,000	4,578,521	4,054,947	3,539,829	3,048,204	2,575,256	2,093,376	1,645,426	1,197,476	1,140,453	1,082,453	1,024,453
Provisions	505,000	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597	568,597
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,455,000	6,005,118	5,481,544	4,966,426	4,474,801	4,001,853	3,519,973	3,072,023	2,624,073	2,567,050	2,509,050	2,451,050
TOTAL LIABILITIES	11,367,000	12,122,674	12,395,974	11,833,284	11,314,045	10,820,809	10,345,403	9,861,333	9,411,783	8,962,925	8,909,136	8,854,281
Net Assets	424,771,000	431,615,689	433,426,101	434,046,961	435,606,892	437,285,793	438,694,716	440,209,174	441,385,768	442,889,938	444,383,147	446,016,191
EQUITY												
Retained Earnings	215,951,000	222,795,689	224,606,101	225,226,961	226,786,892	228,465,793	229,874,716	231,389,174	232,565,768	234,069,938	235,563,147	237,196,191
Revaluation Reserves	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000	208,820,000
Council Equity Interest	424,771,000	431,615,689	433,426,101	434,046,961	435,606,892	437,285,793	438,694,716	440,209,174	441,385,768	442,889,938	444,383,147	446,016,191
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	424,771,000	431,615,689	433,426,101	434,046,961	435,606,892	437,285,793	438,694,716	440,209,174	441,385,768	442,889,938	444,383,147	446,016,191

Budgeted Balance Sheet – Water Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
BALANCE SHEET - WATER FUND												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,377,000	716,804	742,421	920,637	962,172	1,226,429	1,475,942	1,749,669	2,049,825	2,299,253	2,590,396	2,888,407
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	412,000	412,000	412,000	412,000	412,000	412,000	412,001	412,001	412,001	412,001	412,001	412,001
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,789,000	1,128,804	1,154,421	1,332,637	1,374,172	1,638,429	1,887,943	2,161,670	2,461,826	2,711,254	3,002,397	3,300,408
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	21,558,000	22,022,370	21,713,340	21,392,959	21,205,943	20,787,002	20,365,837	19,938,142	19,481,605	19,071,905	18,618,713	18,171,691
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	21,558,000	22,022,370	21,713,340	21,392,959	21,205,943	20,787,002	20,365,837	19,938,142	19,481,605	19,071,905	18,618,713	18,171,691
TOTAL ASSETS	23,347,000	23,151,174	22,867,761	22,725,596	22,580,115	22,425,431	22,253,780	22,099,812	21,943,431	21,783,159	21,621,110	21,472,099
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000
Net Assets	23,188,000	22,992,174	22,708,761	22,566,596	22,421,115	22,266,431	22,094,780	21,940,812	21,784,431	21,624,159	21,462,110	21,313,099
EQUITY												
Retained Earnings	10,198,000	10,002,174	9,718,761	9,576,596	9,431,115	9,276,431	9,104,780	8,950,812	8,794,431	8,634,159	8,472,110	8,323,099
Revaluation Reserves	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000	12,990,000
Council Equity Interest	23,188,000	22,992,174	22,708,761	22,566,596	22,421,115	22,266,431	22,094,780	21,940,812	21,784,431	21,624,159	21,462,110	21,313,099
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	23,188,000	22,992,174	22,708,761	22,566,596	22,421,115	22,266,431	22,094,780	21,940,812	21,784,431	21,624,159	21,462,110	21,313,099

Budgeted Balance Sheet – Sewer Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
BALANCE SHEET - SEWER FUND												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,794,000	3,162,046	3,576,208	3,928,618	161,638	595,838	1,141,018	1,629,772	2,243,633	2,864,105	3,515,567	4,272,290
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,992,000	3,360,046	3,774,208	4,126,618	359,638	793,838	1,339,018	1,827,772	2,441,633	3,062,105	3,713,567	4,470,290
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	31,226,000	30,822,866	30,332,836	29,973,255	33,735,747	33,248,426	32,599,897	32,014,755	31,326,584	30,655,959	29,981,443	29,229,589
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	31,226,000	30,822,866	30,332,836	29,973,255	33,735,747	33,248,426	32,599,897	32,014,755	31,326,584	30,655,959	29,981,443	29,229,589
TOTAL ASSETS	34,218,000	34,182,912	34,107,044	34,099,873	34,095,385	34,042,264	33,938,915	33,842,527	33,768,216	33,718,063	33,695,010	33,699,880
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	8,000	8,000	8,000	8,000	8,000	8,001	8,000	8,000	7,999	7,999	7,999	8,000
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	8,000	8,000	8,000	8,000	8,000	8,001	8,000	8,000	7,999	7,999	7,999	8,000
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	8,000	8,000	8,000	8,000	8,000	8,001	8,000	8,000	7,999	7,999	7,999	8,000
Net Assets	34,210,000	34,174,912	34,099,044	34,091,873	34,087,385	34,034,263	33,930,915	33,834,527	33,760,217	33,710,064	33,687,011	33,691,880
EQUITY												
Retained Earnings	13,742,000	13,706,912	13,631,044	13,623,873	13,619,385	13,566,263	13,462,915	13,366,527	13,292,217	13,242,064	13,219,011	13,223,880
Revaluation Reserves	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000	20,468,000
Council Equity Interest	34,210,000	34,174,912	34,099,044	34,091,873	34,087,385	34,034,263	33,930,915	33,834,527	33,760,217	33,710,064	33,687,011	33,691,880
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	34,210,000	34,174,912	34,099,044	34,091,873	34,087,385	34,034,263	33,930,915	33,834,527	33,760,217	33,710,064	33,687,011	33,691,880

Cash Flow Statement– Consolidated

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	9,533,000	10,126,769	10,832,039	11,067,377	11,307,433	11,552,811	11,803,628	12,060,013	12,322,091	12,589,987	12,863,839	13,143,780
User Charges & Fees	8,534,000	7,708,615	5,455,790	5,516,751	5,490,375	5,557,008	5,623,794	5,692,047	5,763,340	5,834,678	5,909,115	5,983,709
Interest & Investment Revenue Received	679,000	611,986	661,528	661,628	656,725	706,826	702,877	702,981	703,086	703,193	703,302	703,412
Grants & Contributions	16,150,000	15,410,567	10,552,036	9,553,884	10,739,699	10,992,744	10,649,299	10,808,973	10,571,823	11,137,949	11,285,492	11,438,822
Bonds & Deposits Received	1,261,000	-	-	-	-	-	-	-	-	-	-	-
Other	2,159,000	878,921	258,511	227,453	265,603	269,616	272,509	275,490	278,535	281,607	284,777	287,945
Payments:												
Employee Benefits & On-Costs	(8,972,000)	(8,826,884)	(8,654,915)	(8,816,069)	(9,067,073)	(9,218,462)	(9,403,675)	(9,599,227)	(9,799,746)	(9,995,789)	(10,198,914)	(10,412,939)
Materials & Contracts	(10,637,000)	(7,561,720)	(5,556,622)	(6,412,635)	(6,471,522)	(6,729,593)	(6,721,095)	(6,752,256)	(6,829,068)	(7,051,347)	(7,117,323)	(7,109,608)
Borrowing Costs	(284,000)	(274,807)	(263,919)	(252,672)	(223,165)	(192,369)	(164,362)	(135,347)	(110,320)	(85,259)	(58,671)	(47,688)
Bonds & Deposits Refunded	(358,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(4,240,000)	(2,946,926)	(3,165,433)	(3,226,600)	(3,307,171)	(3,388,787)	(3,479,202)	(3,570,530)	(3,665,256)	(3,762,825)	(3,865,444)	(3,969,669)
Net Cash provided (or used in) Operating Activities	13,825,000	15,126,521	10,119,014	8,319,116	9,390,904	9,549,794	9,283,773	9,482,143	9,234,485	9,652,194	9,806,172	10,017,763
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	5,100,000	5,082,039	514,675	520,278	272,804	303,223	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	48,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	341,000	341,000	272,000	368,000	199,000	436,000	323,000	349,000	259,000	323,000	320,000	258,000
Deferred Debtors Receipts	12,000	11,644	7,583	8,834	2,939	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(4,603,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(15,755,000)	(22,649,975)	(9,904,393)	(8,162,028)	(13,075,974)	(9,098,934)	(8,337,289)	(8,464,928)	(7,895,224)	(8,649,212)	(8,724,254)	(8,540,842)
Purchase of Real Estate Assets	(183,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(15,040,000)	(17,215,292)	(9,110,135)	(7,264,916)	(12,601,231)	(8,359,711)	(8,014,289)	(8,115,928)	(7,636,224)	(8,326,212)	(8,404,254)	(8,282,842)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,100,000	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(697,000)	(710,379)	(569,100)	(523,574)	(515,118)	(491,625)	(472,948)	(481,880)	(447,950)	(447,950)	(57,023)	(58,000)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(697,000)	389,621	(569,100)	(523,574)	(515,118)	(491,625)	(472,948)	(481,880)	(447,950)	(447,950)	(57,023)	(58,000)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,912,000)	(1,699,150)	439,779	530,626	(3,725,445)	698,458	796,536	884,335	1,150,311	878,032	1,344,895	1,676,921
plus: Cash, Cash Equivalents & Investments - beginning of year	7,490,000	5,578,000	3,878,850	4,318,629	4,849,255	1,123,810	1,822,267	2,618,803	3,503,138	4,653,449	5,531,481	6,876,376
Cash & Cash Equivalents - end of the year	5,578,000	3,878,850	4,318,629	4,849,255	1,123,810	1,822,267	2,618,803	3,503,138	4,653,449	5,531,481	6,876,376	8,553,298
Cash & Cash Equivalents - end of the year	5,578,000	3,878,850	4,318,629	4,849,255	1,123,810	1,822,267	2,618,803	3,503,138	4,653,449	5,531,481	6,876,376	8,553,298
Investments - end of the year	14,420,000	9,337,961	8,823,286	8,303,008	8,030,205	7,726,162	7,724,506	7,721,997	7,718,618	7,714,351	7,709,179	7,704,007
Cash, Cash Equivalents & Investments - end of the year	19,998,000	13,216,811	13,141,915	13,152,263	9,154,014	9,548,429	10,343,309	11,225,135	12,372,067	13,245,832	14,585,555	16,257,304
Representing:												
- External Restrictions	6,055,000	4,979,761	4,809,731	5,340,357	1,614,912	2,313,369	3,108,061	3,870,543	4,784,560	5,654,460	6,597,064	7,651,799
- Internal Restrictions	13,518,000	7,489,495	6,893,808	6,477,700	6,332,700	6,148,175	6,032,953	5,920,814	5,815,602	5,715,161	5,617,313	5,525,909
- Unrestricted	425,000	747,555	1,438,376	1,334,206	1,206,403	1,086,885	1,202,295	1,433,777	1,771,905	1,876,211	2,371,178	3,079,596
	19,998,000	13,216,811	13,141,915	13,152,263	9,154,014	9,548,429	10,343,309	11,225,135	12,372,067	13,245,832	14,585,555	16,257,304

Cash Flow Statement– General Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: Base Case Scenario												
	Actuals	Current Year					Projected Years					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	8,130,074	8,937,342	9,124,817	9,316,308	9,511,909	9,711,704	9,915,790	10,124,262	10,337,212	10,554,744	10,776,957
User Charges & Fees	-	6,526,156	4,114,216	4,142,276	4,082,175	4,114,241	4,145,595	4,177,531	4,211,599	4,244,781	4,280,108	4,314,615
Interest & Investment Revenue Received	-	529,647	550,332	547,133	514,235	618,373	667,601	663,703	634,606	604,633	544,248	512,743
Grants & Contributions	-	15,262,332	10,497,449	9,497,932	10,682,348	10,933,959	10,589,044	10,747,210	10,508,518	11,073,062	11,218,983	11,370,650
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	837,460	216,220	184,104	221,170	224,073	225,828	227,642	229,491	231,336	233,249	235,129
Payments:												
Employee Benefits & On-Costs	-	(7,784,359)	(7,548,389)	(7,684,654)	(7,910,133)	(8,035,189)	(8,188,890)	(8,352,082)	(8,519,379)	(8,681,313)	(8,849,418)	(9,027,375)
Materials & Contracts	-	(6,214,480)	(4,176,814)	(5,213,399)	(5,217,538)	(5,445,153)	(5,400,396)	(5,429,464)	(5,473,483)	(5,662,167)	(5,668,651)	(5,645,544)
Borrowing Costs	-	(274,807)	(263,919)	(252,672)	(223,165)	(192,369)	(164,362)	(135,347)	(110,320)	(85,259)	(58,671)	(47,688)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,695,040)	(2,904,201)	(2,959,546)	(3,034,051)	(3,109,508)	(3,193,043)	(3,277,322)	(3,364,824)	(3,454,991)	(3,550,025)	(3,646,458)
Net Cash provided (or used in) Operating Activities	-	14,316,983	9,422,235	7,385,990	8,431,349	8,620,336	8,393,081	8,537,661	8,240,469	8,607,294	8,704,568	8,843,028
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	5,082,039	514,675	520,278	272,804	303,223	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	341,000	272,000	368,000	199,000	436,000	323,000	349,000	259,000	323,000	320,000	258,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	11,644	7,583	8,834	2,939	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(21,548,287)	(9,647,393)	(7,759,528)	(8,390,974)	(8,867,934)	(8,241,289)	(8,282,928)	(7,815,224)	(8,474,212)	(8,565,254)	(8,420,842)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(16,113,604)	(8,853,135)	(6,862,416)	(7,916,231)	(8,128,711)	(7,918,289)	(7,933,928)	(7,556,224)	(8,151,212)	(8,245,254)	(8,162,842)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,100,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(710,379)	(569,100)	(523,574)	(515,118)	(491,625)	(472,948)	(481,880)	(447,950)	(447,950)	(57,023)	(58,000)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	389,621	(569,100)	(523,574)	(515,118)	(491,625)	(472,948)	(481,880)	(447,950)	(447,950)	(57,023)	(58,000)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,407,000)	0	(0)	-	0	1,844	121,853	236,295	8,132	402,291	622,186
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,407,000	(0)	(0)	(0)	(0)	(0)	1,844	123,697	359,991	368,123	770,414
Cash & Cash Equivalents - end of the year	-	(0)	(0)	(0)	(0)	(0)	1,844	123,697	359,991	368,123	770,414	1,392,600
Cash & Cash Equivalents - end of the year	1,407,000	(0)	(0)	(0)	(0)	(0)	1,844	123,697	359,991	368,123	770,414	1,392,600
Investments - end of the year	14,420,000	9,337,961	8,823,286	8,303,008	8,030,205	7,726,162	7,724,506	7,721,997	7,718,618	7,714,351	7,709,179	7,704,007
Cash, Cash Equivalents & Investments - end of the year	15,827,000	9,337,961	8,823,286	8,303,008	8,030,205	7,726,162	7,726,350	7,845,693	8,078,609	8,082,474	8,479,593	9,096,607
Representing:												
- External Restrictions	1,884,000	1,100,911	491,102	491,102	491,102	491,102	491,102	491,102	491,102	491,102	491,102	491,102
- Internal Restrictions	13,518,000	7,489,495	6,893,808	6,477,700	6,332,700	6,148,175	6,032,953	5,920,814	5,815,602	5,715,161	5,617,313	5,525,909
- Unrestricted	425,000	747,555	1,438,376	1,334,206	1,206,403	1,086,885	1,202,295	1,433,777	1,771,905	1,876,211	2,371,178	3,079,596
	15,827,000	9,337,961	8,823,286	8,303,008	8,030,205	7,726,162	7,726,350	7,845,693	8,078,609	8,082,474	8,479,593	9,096,607

Cash Flow Statement– Water Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - WATER FUND												
Scenario: Base Case Scenario												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	587,305	628,110	643,812	659,908	676,405	693,314	710,648	728,415	746,626	765,292	784,425
User Charges & Fees	-	1,090,006	1,089,400	1,115,997	1,143,260	1,171,204	1,199,847	1,229,205	1,259,297	1,290,142	1,321,758	1,354,164
Interest & Investment Revenue Received	-	19,630	24,126	27,425	29,759	31,315	35,276	39,103	42,996	45,562	75,412	75,412
Grants & Contributions	-	66,383	16,998	17,423	17,859	18,306	18,763	19,232	19,713	20,206	20,711	21,228
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(410,811)	(447,137)	(457,817)	(468,761)	(480,045)	(492,849)	(506,001)	(519,502)	(533,365)	(547,598)	(562,323)
Materials & Contracts	-	(977,440)	(1,011,240)	(890,780)	(914,350)	(943,419)	(981,881)	(985,968)	(1,010,649)	(1,035,918)	(1,086,803)	(1,093,348)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(123,581)	(129,640)	(132,844)	(136,140)	(139,509)	(142,958)	(146,492)	(150,114)	(153,825)	(157,629)	(161,547)
Net Cash provided (or used in) Operating Activities	-	251,492	170,617	323,216	331,535	334,257	329,513	359,728	370,156	379,428	391,142	418,011
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(911,688)	(145,000)	(145,000)	(290,000)	(70,000)	(80,000)	(86,000)	(70,000)	(130,000)	(100,000)	(120,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(911,688)	(145,000)	(145,000)	(290,000)	(70,000)	(80,000)	(86,000)	(70,000)	(130,000)	(100,000)	(120,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(660,196)	25,617	178,216	41,535	264,257	249,513	273,728	300,156	249,428	291,142	298,011
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,377,000	716,804	742,421	920,637	962,172	1,226,429	1,475,942	1,749,669	2,049,825	2,299,253	2,590,396
Cash & Cash Equivalents - end of the year	-	716,804	742,421	920,637	962,172	1,226,429	1,475,942	1,749,669	2,049,825	2,299,253	2,590,396	2,888,407
Cash & Cash Equivalents - end of the year	1,377,000	716,804	742,421	920,637	962,172	1,226,429	1,475,942	1,749,669	2,049,825	2,299,253	2,590,396	2,888,407
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	1,377,000	716,804	742,421	920,637	962,172	1,226,429	1,475,942	1,749,669	2,049,825	2,299,253	2,590,396	2,888,407
Representing:												
- External Restrictions	1,377,000	716,804	742,421	920,637	962,172	1,226,429	1,475,942	1,749,669	2,049,825	2,299,253	2,590,396	2,888,407
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	(0)	0	0	0	(0)	0
	1,377,000	716,804	742,421	920,637	962,172	1,226,429	1,475,942	1,749,669	2,049,825	2,299,253	2,590,396	2,888,407

Cash Flow Statement– Sewer Fund

Greater Hume Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - SEWER FUND												
Scenario: Base Case Scenario	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,409,390	1,266,587	1,298,748	1,331,217	1,364,497	1,398,609	1,433,575	1,469,414	1,506,149	1,543,803	1,582,398
User Charges & Fees	-	92,453	252,174	258,478	264,940	271,563	278,352	285,311	292,444	299,755	307,249	314,930
Interest & Investment Revenue Received	-	62,709	87,070	87,070	112,731	57,138	-	175	25,484	52,998	83,642	115,257
Grants & Contributions	-	81,852	37,589	38,529	39,492	40,479	41,492	42,530	43,592	44,681	45,798	46,943
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	41,461	42,291	43,349	44,433	45,543	46,682	47,849	49,045	50,271	51,528	52,816
Payments:												
Employee Benefits & On-Costs	-	(631,714)	(659,389)	(673,598)	(688,179)	(703,228)	(721,937)	(741,144)	(760,864)	(781,111)	(801,898)	(823,240)
Materials & Contracts	-	(369,800)	(368,568)	(308,456)	(339,634)	(341,021)	(338,818)	(336,825)	(344,936)	(353,263)	(361,869)	(370,716)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(128,305)	(131,592)	(134,210)	(136,980)	(139,770)	(143,201)	(146,716)	(150,318)	(154,009)	(157,790)	(161,665)
Net Cash provided (or used in) Operating Activities	-	558,046	526,162	609,910	628,020	595,201	561,180	584,755	623,860	665,472	710,462	756,723
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(190,000)	(112,000)	(257,500)	(4,395,000)	(161,000)	(16,000)	(96,000)	(10,000)	(45,000)	(59,000)	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(190,000)	(112,000)	(257,500)	(4,395,000)	(161,000)	(16,000)	(96,000)	(10,000)	(45,000)	(59,000)	-
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	368,046	414,162	352,410	(3,766,980)	434,201	545,180	488,755	613,860	620,472	651,462	756,723
plus: Cash, Cash Equivalents & Investments - beginning of year	-	2,794,000	3,162,046	3,576,208	3,928,618	161,638	595,838	1,141,018	1,629,772	2,243,633	2,864,105	3,515,567
Cash & Cash Equivalents - end of the year	-	3,162,046	3,576,208	3,928,618	161,638	595,838	1,141,018	1,629,772	2,243,633	2,864,105	3,515,567	4,272,290
Cash & Cash Equivalents - end of the year	2,794,000	3,162,046	3,576,208	3,928,618	161,638	595,838	1,141,018	1,629,772	2,243,633	2,864,105	3,515,567	4,272,290
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,794,000	3,162,046	3,576,208	3,928,618	161,638	595,838	1,141,018	1,629,772	2,243,633	2,864,105	3,515,567	4,272,290
Representing:												
- External Restrictions	2,794,000	3,162,046	3,576,208	3,928,618	161,638	595,838	1,141,018	1,629,772	2,243,633	2,864,105	3,515,567	4,272,290
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	(0)	(0)	0	(0)	0	(0)	(0)	(0)	0
	2,794,000	3,162,046	3,576,208	3,928,618	161,638	595,838	1,141,018	1,629,772	2,243,633	2,864,105	3,515,567	4,272,290