



**KEMPSEY**  
Shire Council



# Long Term Financial Plan

# 2021-2031

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# Introduction

The Integrated Planning and Reporting Framework requires every NSW council to undertake strategic planning that is based on community engagement and ensures that its activities are informed by long term plans for their finances, assets and workforces.

The Integrated Planning and Reporting framework is designed so that the council and community both have a clear picture of:

1. Where we want to go (Community Strategic Plan);
2. How we plan to get there (Delivery Program, Operating Plan and Resourcing Strategy, including the Long-Term Financial Plan); and
3. How we will measure our progress (quarterly and annual reporting and the End of Term Report).

The planning and reporting process ensures that Council’s planning is aligned with the community’s vision for the future, and that the planning process and the implementation of the Delivery Plan is transparent and those charged with its delivery held accountable.



The Long-Term Financial Plan (LTFP) is an important part of Council's strategic planning process. The LTFP is where Council projects the financial implications of delivering the community's vision for the future. It outlines the pressures and economic drivers behind Council's expected long-term future. Expected growth rates are aligned with community expectations of service delivery and community projects and the social outcomes outlined in the Community Strategic Plan.

Council will seek to answer the following questions with the LTFP:

- Can we survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- What efficiencies are we aiming for?
- How can we achieve the anticipated outcomes?

When developing the LTFP, consideration is given to:

- Planning assumptions used to develop the plan;
- Projected income and expenditure, balance sheet and cash flow statement;
- Sensitivity analysis (factors/assumptions most likely to affect the plan);
- Financial modelling for different scenarios; and
- Methods of monitoring financial performance.

The LTFP must be for a minimum of 10 years and is updated annually as part of the development of the Operating Plan. It will also be reviewed in detail as part of the four-yearly review of the Delivery Program as part of the Community Strategic Plan.

The objectives of the Kempsey Shire Council LTFP are to:

- Respond to the changing aspirations and needs of the Macleay Valley, particularly as they are identified and prioritised in the Community Strategic Plan;
- Reflect the true financial position based on the current service levels;
- Ensure the financial sustainability of Council's services for the community;
- Support the implementation of Council's Community Strategic Plan and Delivery Program as an integral component of Council's Resourcing Strategy;
- Guide our future Operating Plan and Council's ability to invest in new services and infrastructure, and maintain existing assets; and
- Address Council's legislative requirements for integrated planning and reporting.

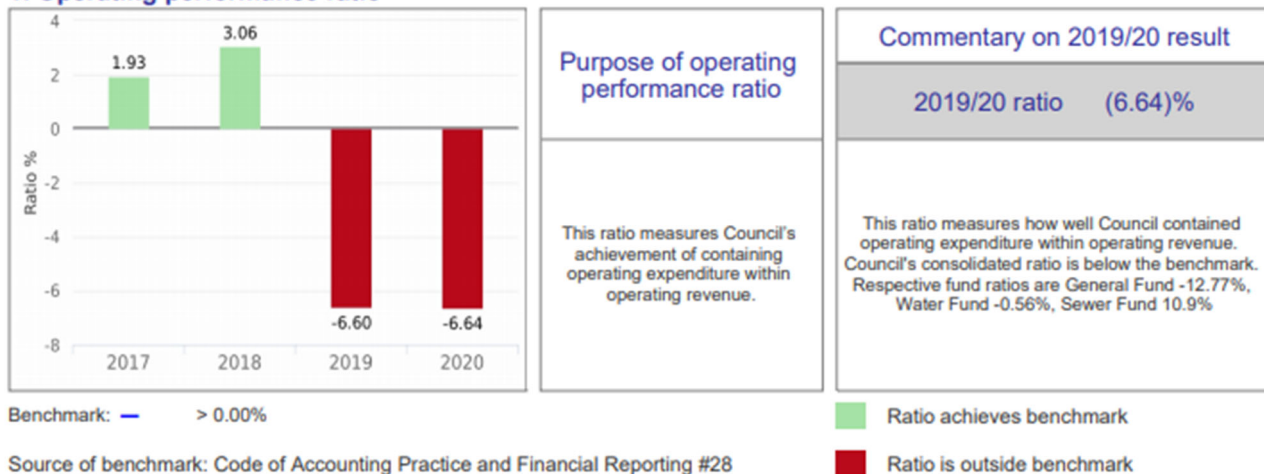
## Current Financial Position

In March 2013 NSW Treasury Corporation issued a report on the independent assessment of Kempsey Shire Council's financial capacity and its future sustainability.

The report observed that Kempsey Shire Council was in a weak and deteriorating operating position. This observation was largely a factor of consecutive operating deficits that had been posted (when capital grants and contributions were excluded). Additionally, NSW Treasury Corporation noted that there had been an increase in the Infrastructure Backlog and that the Asset Maintenance was consistently below benchmark.

Since the time of the NSW Treasury Corporation report a 37.54% cumulative increase in rates, as agreed with the community, has been implemented. The rate rise was approved by IPART to sustain service levels to the community and to meet infrastructure maintenance costs (particularly the road network). This, along with lower operating expenditure levels as Council embarked on organisational transformation, resulted in an improved operating performance over the 2016-17 and 2017-18 financial years. However, the Operating Performance Ratio deteriorated in 2018-19 and 2019-20 due in part to timing of the receipt of operating grants and cost increases associated with historical staff competency assessments, as well as Council adequately resourcing critical functions, such as asset management.

### 1. Operating performance ratio



**Source:** 2019-20 Annual Report.

**Note:** The above chart reflects the consolidated result for all three funds (General, Water and Sewer).

## Audited Financial Position

Council's audited financial reports for the year ended 30 June 2020 provide the starting point for reviewing the LTFP. The following tables summarise Council's most recently audited financial position:

Income Statement	2019-20 \$'000	2018-19 Restated \$'000
Income	89,837	80,174
Expenses	83,244	82,674
Net Operating Result for the Year	6,593	(2,500)
Net Operating Result before Grants and Contributions provided for Capital purposes	(8,078)	(12,450)

Statement of Financial Position	2019-20 \$'000	2018-19 Restated \$'000
Total Assets	1,150,228	1,158,856
Total Liabilities	57,222	57,010
Total Equity	1,093,006	1,101,846

Statement of Cash Flows	2019-20 \$'000	2018-19 \$'000
Cash, Cash Equivalents and Investments - Opening Balance	53,259	50,147
Cash, Cash Equivalents and Investments - Closing Balance	55,068	53,259
Movement for Year	1,809	3,112

**Note:** The above tables reflect consolidated financial results. The difference in the reported net operating result from 2018-19 to 2019-20 is mainly due to reduced losses on the disposal of assets and higher grant revenue received.

## Financial Performance Indicators

Included within the audited Financial Statements are the following ratios which indicate Council's performance compared to the previous year, together with the associated benchmarks.

Indicator	2019-20	2018-19 Restated	Benchmark
Operating performance ratio	(6.6)%	(6.6)%	> 0%
Own source operating revenue ratio	67.2%	73.7%	> 60%
Unrestricted current ratio	1.69	2.63	> 1.5
Debt service cover ratio	3.75	3.63	> 2.0
Rates and annual charges outstanding ratio	10.3%	8.2%	< 10%
Cash expense cover ratio	10.76	11.33	> 3.0
Building and infrastructure renewal ratio	77.9%	59.6%	> 100%
Infrastructure backlog ratio	9.8%	11.4%	< 2%
Asset maintenance	86.9%	82.6%	> 100%

**Note:** The above indicators reflect consolidated results. The operating performance ratio is consistent across the two years as it excludes the annual fluctuations seen in grant and contributions income for capital purposes as well as the losses on disposal of assets.

The unfavourable operating performance ratio is one of Council's major challenges. This is made even more difficult due to the asset maintenance ratio being below benchmark which means more operating costs are required to meet this target which in turn will further negatively impact the operating performance ratio.

Significant financial improvements are needed in the future to ensure Kempsey Shire Council is financially sustainable on a longer-term basis. Current forecasts within the LTFP are consistent with historical financial performance trends, where operating expenditure exceeds operating revenue in the General Fund, and the Net Operating Result excluding Capital Grants and Contributions is in a deficit position. These financial outcomes cannot be sustained, and a range of measures are required to return the financial result to a surplus position that will enable Council to build longer term financial strength.

### Longer Term Financial Position

The outlook of Council's Long-Term Financial Plan highlights continued significant challenges ahead for Council and requires a holistic improvement program to be implemented for Council to achieve financial sustainability. The goals as set out in the current 2021-22 to 2030-31 LTFP are:

- Modest operating surpluses to insulate Council from unforeseen events across the three funds
- The provision of current service levels and where appropriate increased service levels to meet community expectations
- Reduce or eliminate the infrastructure backlog
- Maintain adequate levels of debt/equity funding
- A program of activity that see Council's assets appropriately leveraged for the long-term benefit of the Macleay Valley community
- Ensure appropriate levels of cash reserves are maintained for future projects and asset renewal management
- Ensure appropriate investment in the maintenance of assets

On a consolidated basis, Operating Surpluses are forecast within the 10-year LTFP mainly due to surpluses in Water and Sewer funds which offset the losses in the General Fund. Water and Sewer funds are both forecasting moderate profits. Higher rates have been forecast to generate additional cash, which along with additional borrowings are required to fund a large capital program focussed on renewing long-life aging Water and Sewer infrastructure across the region. The LTFP forecasts accumulated General Fund Net Operating Deficits of \$29M (excluding Capital Grants and Contributions) from 2021/22 to 2030/31. This forecast result is consistent with actual historical financial results and represents current operating revenue and expenditure levels.

The 21/22 year has an unusually large capital program across all three funds. Further to the large capital program in Water and Sewer, General fund has some large grant funded

project projects, which have been driven by recovery funding from the bushfires and COVID-19 stimulus funding.

The 21/22 General Fund operating expenditure included some one-off expenditure items relating to election expenses, implementation of required cyber-security measures and strategic planning costs required for the long-term development of the region. These items drop off in the 22/23 year but due to increased staff levels required to build internal capabilities in key areas the overall expenditure is in excess of the revenue generated by the 2% rate peg increases and hence losses continue to be seen across the ten years. To minimise these losses other expenditure items have been held flat or only been forecast to increase at a rate of half that of CPI.

## Financial Sustainability

In response to the forecast Net Operating Deficits, Council has developed a Financial Sustainability Strategy. 'The Strategy', has been developed to deliver a step change to the underpinning fundamentals of Council and deliver long term financial sustainability. Moving towards financial sustainability is achievable, however extensive consultation with the community will be required to define the community's expectations on delivery of best value services. This combined with an innovative approach to delivering better practices and excelling in financial management will all contribute towards Council achieving financial sustainability.

The key objectives of Council's Financial Sustainability Strategy are:

1. To provide Council and the Executive Leadership Team with a program that will deliver financial sustainability for Kempsey Shire Council; and
2. To achieve financial sustainability for Council through:
  - the integration and alignment of service and financial outcomes through the Long-Term Financial Plan, the Community Strategic Plan and Council Delivery Program;
  - enabling a culture of innovation, financial literacy and accountability to ensure decision making at every level is aligned to positive community outcomes;
  - working with the community on determining service level expectations and agreed associated funding sources; and
  - the development of better practices, enabling systems and processes.

Council's Financial Sustainability Strategy is supported by a detailed 'Financial Sustainability Strategy Roadmap' that has identified 28 key initiatives that are designed to deliver long term financial sustainability. The Roadmap map is structured into 3 core themes as summarised below.



A copy of the Financial Sustainability Strategy (2019-2023) and the Financial Sustainability Strategy Roadmap can be accessed on Council’s website. Strong progress has been made over the past 24 months with Council implementing a range of new corporate business systems including:

- A new finance system
- Implementation of asset management improvements, including strategy, increasing internal capability and systems to improve asset data capture
- A project management framework to assist in project prioritisation, governance and reporting related to project delivery.
- A range of process improvements and training leveraging existing technologies

These are critical to Council being able to better manage its assets and overall financial performance.

Critically, Council has established a Corporate Performance Team to implement the financial improvements initiatives needed to deliver the Financial Sustainability Strategy. A report on the progress of the implementation of the Financial Sustainability Strategy is reported to Council on a quarterly basis.



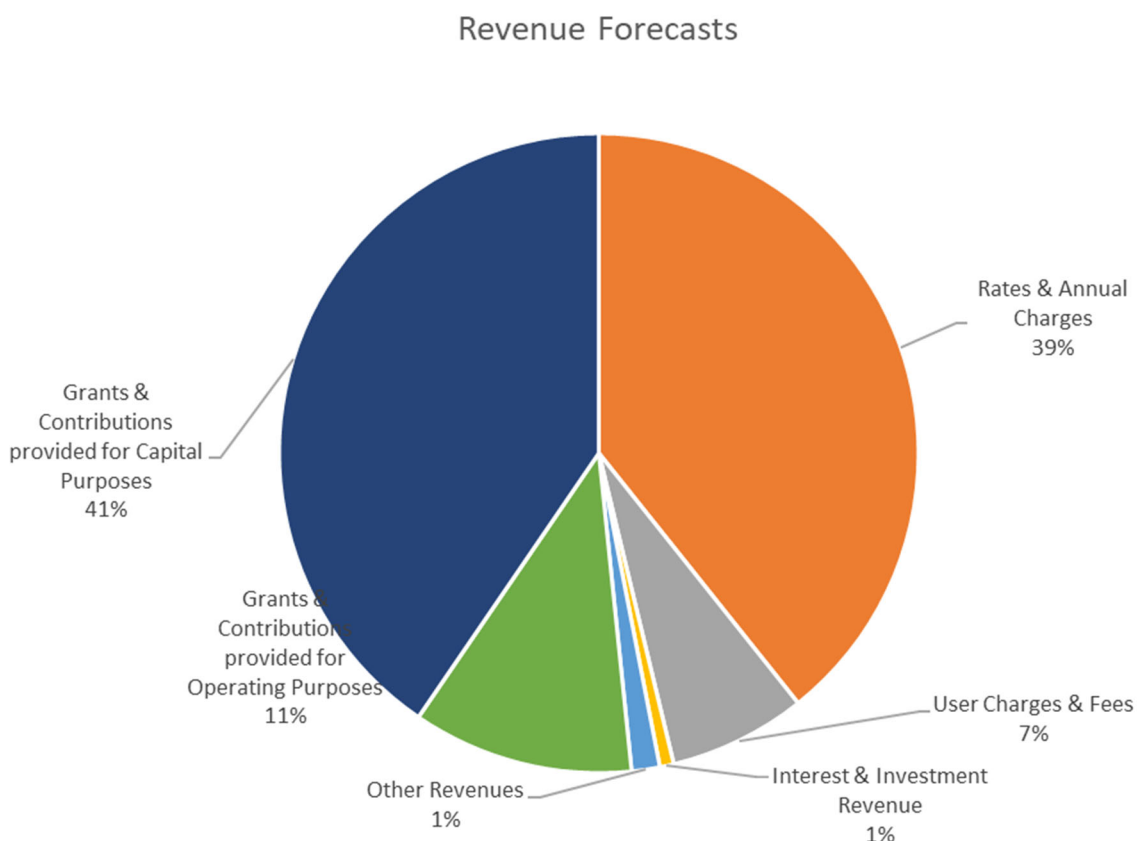
## Assumptions

In seeking to project future financial position outcomes, the review of the LTFP included several options for consideration. Each of the options has been built on the same underlying planning assumptions as detailed below:

Planning Assumption	Assumption Basis
Population	Population growth within the local government area has been forecast to remain static over the life of the LTFP. This is a conservative financial planning assumption for the purpose of the LTFP.
Economic Growth	Economic growth within the local government area has been forecast to remain static over the life of the LTFP. This is a conservative financial planning assumption for the purpose of the LTFP.
Inflation	<p>The LTFP is based on a CPI range supplied by New South Wales Treasury Corporation (TCorp) and has an average rate of 2.00% across the ten-year period. CPI for 21/22 is 1.5%, and gradually increases to 2.5% at the end of the ten years.</p> <p>Wages beyond the three-year period of the Local Government (State) Award 2020 have been forecast to grow from 3.0% to 3.5% over the ten years.</p> <p>Rates have been forecast to grow at 2.0% for all ten years, consistent with rate peg for 21/22.</p> <p>Discretionary fees and charges have been forecast to increase at CPI.</p>
Interest Rate Movements	While inflation remains low, interest rates will also remain low. Borrowing costs have been estimated at between 2.3% and 4.8% for all new loans. Existing loans are forecast at their existing rate.

## Revenue Forecasts and Assumptions

The following chart shows the composition of Council’s revenue for 2021-22 and provides an indication of the reliance on the various revenue streams.



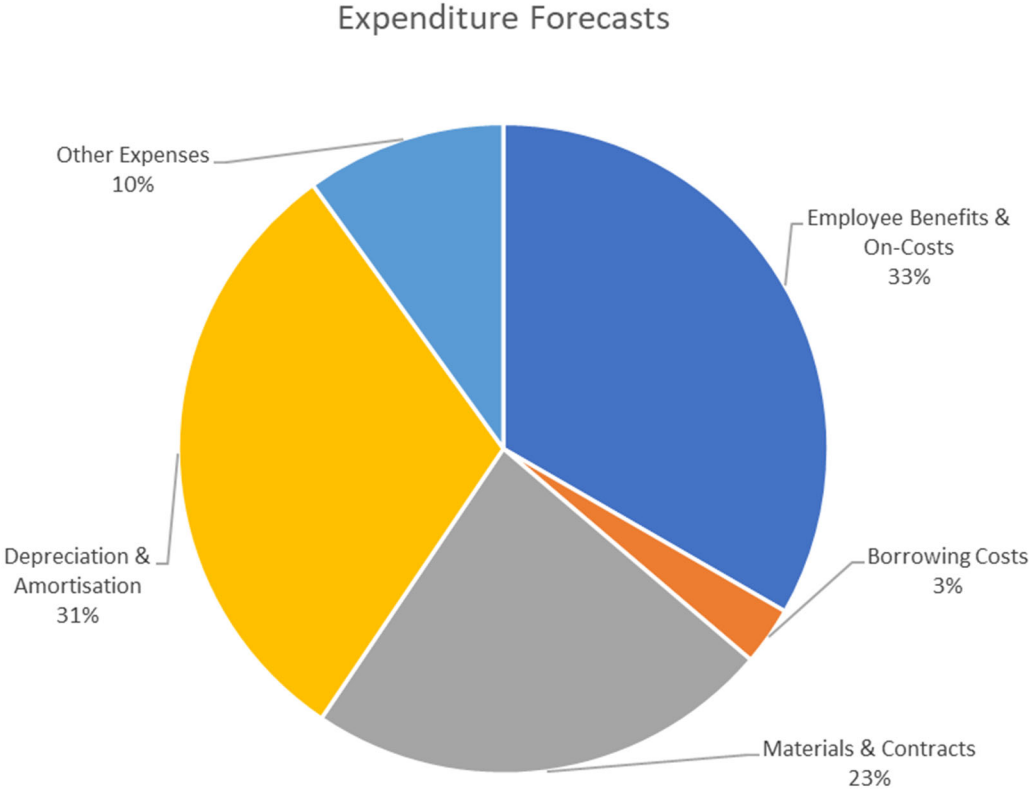
Key revenue related assumptions within the LTFP include the following:

Revenue area	Assumption Basis
Rates and Annual Charges	Rating is a major component of Council’s revenue base, contributing approximately 39% of Council’s revenue. The preparation of the LTFP includes an assessment of the community’s capacity and willingness to pay rates. and whether there is potential for change in that capacity. It has been assumed that a continuation of the Environmental Levy Special Rate Variation, which is due to expire 30 June 2028, is approved.
(i) General Fund	From 2021-22 onwards, the maximum expected rate peg amount of 2.0% has been applied in the planned scenario.  Scenarios 1, 2 and 3 assume Special Rate Variations (SRV) over a one and three-year time-frame starting from 2023-24. The scenarios are illustrative only and show what price increases would be required to bring the General Fund Net Operating Result (excluding Capital Grants and Contributions) from a deficit back to varying levels of surplus.
(ii) Water Fund	An increase of 5% has been assumed to 24/25 and then reverts to 2%

Revenue area	Assumption Basis
	thereafter.
(iii) Sewage Fund	An increase of 7% has been assumed to 24/25 and then reverts to 2% thereafter.
User Charges and Fees	Council annually establishes its fees and charges in accordance with the provisions of the Local Government Act 1993. A review of fees and charges has been undertaken with most fees and charges increasing at or around the CPI assumption of 1.5%. Some fees and charges remained at 2020-21 levels due to legislative or other reasons, while certain categories of fees and charges increased by greater than CPI to reflect the cost of providing the service. A further detailed review of User Charges and Fees has been scheduled to occur during 2021-22 to ensure all fees and charges are set at appropriate levels.
Grants – Operating and Capital	Council receives general purpose Financial Assistance Grants from the Commonwealth Government along with other grants and subsidies specific to programs. The LTFP assumes that the Federal Government Financial Assistance Grants and the Roads to Recovery Program will continue indefinitely based on the current arrangements. Other specific project grant income is included in the LTFP according to the year that the grant is forecast to be received and expended.
Interest on Investments	Interest on investments will vary depending on the amount of Council investments at any point in time. The LTFP calculates the interest on investments based on an average of the beginning and ending investment balance in any one year. An assumed interest rate of 0.6% increasing to 3.8% over the ten years has been applied to all of Council's investments.
Other Revenues	Other revenue income has been budgeted based on increases in line with the CPI forecast.

## Expenditure Forecasts and Assumptions

The following chart shows the composition of Council’s expenditure for 2021-22. Much of Council’s expenditure is regular and on-going.



Key expenditure related assumptions within the LTFP include the following:

Expenditure area	Assumption Basis
Employee Costs	Employee costs cover wages, all leave types, training, superannuation, and associated costs. The LTFP assumes growth in employee costs in accordance with the Local Government (State) Award 2020 plus 0.5% for salary progression for the 2021-22, 2022-23 and 2023-24 financial years and then 2.75% to 3.5% per annum over the remaining life of the LTFP.
Materials and Contracts	Materials and contracts costs cover all materials used in operational activities and major ongoing operational contracts, such as the domestic waste contract. These costs have been held at 2020-21 cost level in the 2021-22 year and then only half of CPI has been applied for the remaining years. Holding these costs steady in the 2021-22 year and only applying half CPI increases (0.7% to 1.25%) in the outer years enforces an efficiency target on Council to find savings across all ten years.
Depreciation	Council is required to revalue its assets on a five-year rolling program. The LTFP assumes relatively flat depreciation (except for new assets) as improvements in the accuracy of our asset management data has seen recent actual depreciation drop. Council acknowledges that replacing historical assets will be more expensive in future years in line with potential future revaluations but this is likely to be offset by more accurate asset data becoming available.
Borrowing Costs	Borrowing costs for each of Council's current loans have been calculated for each year and included in the LTFP. Borrowing costs for new loans assume an interest rate ranging from 2.3% to 4.8%.
Other Expenses	Generally, other expenses have been budgeted to increase in line with the CPI forecast.

## Scenarios and Sensitivities

Long-term financial plans are inherently uncertain as they contain a wide range of assumptions that are influenced by market forces beyond Council's control (for example interest rates and inflation). While some assumptions have a relatively limited impact if they are wrong, others could have a major impact on future financial plans.

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.

Should the assumptions be inaccurate, Council will need to reconsider the current

strategies on expenditure and revenue and realign the LTFP to fund any changes in expenses or revenues.

The following includes key areas of assumptions for potential impact in the 2021-31 LTFP.

### **Rates and Annual Charges**

Rates and annual charges make up approximately 39% of the budgeted 2021-22 operating revenue for Council. Council is generally limited to a maximum increase for Rate and Annual Charges in line with the rate peg limit determined by the Independent Pricing and Regulatory Tribunal (IPART) unless approval is given for a Special Rate Variation (SRV) for General Fund rate income.

The rate peg of 2.0% for the 21/22 year has been conservatively applied for all ten years.

### **Investments and Interest on Investments**

The downturn in the investment market will continue to place pressure on Council's forecast investment revenues for some time.

### **Grants and Contributions**

Council relies on income from both grants and contributions. The Federal Government Financial Assistance Grants and the Roads to Recovery grant programs combined constitute approximately 10% of Council's general fund revenue (excluding Capital Grant revenue).

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 based on a five-year program which is due to expire in 2021. However, due to the heavy reliance of this program throughout NSW, there has been much lobbying for the continuation of this program.

The LTFP has been prepared with the assumption that the Federal Government Financial Assistance Grants and the Roads to Recovery Program will continue indefinitely based on the current arrangements.

### **Employee Expenses**

Employee costs make up 33% of the projected 2021-22 operating expenditure. This is reflective of the service-based nature of a significant proportion of Council's activities as well as the construction and maintenance of the considerable infrastructure owned and operated by Council.

Council's ability to engage the necessary workforce to achieve the community's expectations are affected by internal and external forces. These include:

- Rising cost of employment
- Skills Shortage
- Staff turnover

- Attraction and retention of quality staff
- Projected superannuation increases
- Movements in rates of pay being determined through industry wide award negotiations
- Award salary increases above CPI and rate pegging
- Changes in service levels

Any significant changes in expenditure related to employee expenses will have a significant impact of Councils LTFP. Council will need to quickly adapt its original planned operations and offset a movement in this area.

## **Materials and Contracts**

Materials and contracts make up a significant portion of projected 2021-22 operating expenditure. This is reflective of the considerable number of assets maintained by the Council and places the Council under considerable pressure from rising material costs including fuel. Any major unplanned events that increase these costs will also impact on the LTFP. Local government expenditure usually includes relatively high levels of materials and contracts expenditure. This places the Council under considerable pressure if things such as oil prices rise which impacts on both fuel and material prices. In addition, any new assets constructed or acquired will also increase material and contracts expenditure due to increased maintenance requirements.

## **Council Capital Works Program**

The capital works program reflected in the LTFP is particularly sensitive to changes in the construction index. The construction index measures changes over time in the price of new construction, other than houses. Given that the renewal and construction of new infrastructure forms a substantial proportion of the budget any variations in the underlying pressures have the potential to significantly impact on Councils LTFP and/or the ability to deliver the capital works program.

## **Scenarios**

Several scenarios have been included within Appendix 5 of the LTFP. These scenarios, as detailed in the table below, relate to the General Fund and are projections only.

Scenario	Description	Rationale
Proposed case	Proposed case as per budget and LTFP assumptions	Scenario representing the current best estimate of actual revenue and expenditure forecasts. This is a conservative estimate and operational efficiencies resulting from the various initiatives being implemented by Council, including the Financial Sustainability Program, have not been included in the proposed case scenario.
Scenario 1	Proposed case with an assumed Special Rate Variation (SRV) increase in the 2023-24 year of 21.7% (this is made up of the normal 2% rate peg + 19.7% SRV).	Represents a one-year rate increase in revenue required to return the General Fund from the current proposed position to an average surplus of \$1.5M in the years after the SRV.
Scenario 2	Proposed case with an assumed Special Rate Variation (SRV) increase over three years starting in the 2023-24 year of 8.1% each year (this is made up of the normal 2% rate peg + 6.1% SRV).	Represents a three-year rate increase in revenue required to return the General Fund from the current proposed position to an average surplus of \$1.5M in the years after the SRV.
Scenario 3	Proposed case with an assumed Special Rate Variation (SRV) increase in the 2023-24 year of 15.3% year (this is made up of the normal 2% rate peg + 13.3% SRV).	Represents a one-year rate increase in revenue required to return the General Fund from the current proposed position to an average breakeven position (ie zero surplus/deficit) in the years after the SRV.  The scenarios equate to a rate sensitivity of about 2.5% for every \$0.5M in deficit or surplus when compared to Scenario 1.

The scenarios have been included in the LTFP for illustrative purposes only to demonstrate the increase that would be required, outside of other financial improvement strategies, to reduce the forecast General Fund operating deficit back to a modest budget position. As detailed above, it is expected that Council's Financial Sustainability Program will deliver efficiencies and operating expenditure reductions in future years, however, the extent of these are difficult to accurately quantify. Several other strategies to address the Operating Deficit will continue to be investigated over the course of 2021-22 before any of the scenarios are recommended.

If Council were to proceed with any of the SRV scenarios a significant amount of community engagement would be carried out as part of any Special Rate Variation application process.



# Appendix 1

## Ratios

**Kempsey Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2031**  
**KEY PERFORMANCE INDICATORS - CONSOLIDATED**  
**Scenario: Final**

		Current Year	Projected Years									
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>Council's Target Benchmarks</b>			Within green benchmark (green min and/or green max)		Within amber benchmark (amber min and/or amber max)		Not within benchmark (amber min and/or amber max)		Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum			
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	2.51%	-1.92%	0.36%	3.09%	4.55%	4.81%	3.73%	3.28%	4.60%	5.52%	4.75%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	66.11%	52.48%	63.80%	84.47%	83.33%	80.75%	86.08%	86.17%	86.41%	86.64%	86.89%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	2.29	1.35	0.57	0.43	0.21	-0.05	-0.06	0.03	0.05	0.12	0.22
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	4.90	3.62	3.83	3.60	3.65	3.22	2.74	2.69	2.85	3.33	2.84
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	9.06%	9.12%	9.09%	9.07%	9.05%	9.04%	9.04%	9.04%	9.04%	9.04%	9.04%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	4.53	1.70	0.69	0.78	1.25	1.37	1.66	2.67	3.23	3.99	4.48

1) **different** Calculation to TCorp's calculation for same ratio

## Appendix 2

### Income Statement

Kempsey Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Final												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	41,707	43,532	45,512	47,232	49,039	50,940	51,958	52,998	54,058	55,139	56,241	57,366
User Charges & Fees	16,054	17,798	18,079	18,709	19,389	20,101	20,503	20,913	21,331	21,781	22,241	22,736
Other Revenues	1,574	1,807	1,650	1,675	1,704	1,734	1,769	1,804	1,840	1,882	1,924	1,972
Grants & Contributions provided for Operating Purposes	14,772	15,133	12,954	10,937	10,918	10,935	10,759	10,776	10,793	10,811	10,829	10,847
Grants & Contributions provided for Capital Purposes	14,671	17,487	46,867	27,798	2,235	3,920	7,396	1,860	1,860	1,860	1,860	1,860
Interest & Investment Revenue	1,059	509	816	646	1,412	1,456	1,933	2,420	1,630	1,756	1,865	2,136
<b>Total Income from Continuing Operations</b>	<b>89,837</b>	<b>96,267</b>	<b>125,879</b>	<b>106,996</b>	<b>84,698</b>	<b>89,085</b>	<b>94,318</b>	<b>90,771</b>	<b>91,513</b>	<b>93,229</b>	<b>94,961</b>	<b>96,918</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	25,572	25,193	26,838	27,113	27,722	28,484	29,257	30,208	31,190	32,282	33,411	34,581
Borrowing Costs	2,425	2,137	2,345	2,471	2,765	3,047	3,657	4,681	4,505	4,335	4,144	5,435
Materials & Contracts	19,603	18,440	18,696	15,964	16,023	16,097	16,063	16,186	16,236	16,335	16,435	16,548
Depreciation & Amortisation	26,702	24,019	24,631	25,593	25,629	25,632	25,972	26,724	26,985	26,157	26,159	26,161
Other Expenses	5,857	7,015	8,021	7,774	7,779	8,033	7,789	7,794	7,800	8,056	7,813	7,820
Net Losses from the Disposal of Assets	3,085	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>83,244</b>	<b>76,804</b>	<b>80,531</b>	<b>78,916</b>	<b>79,918</b>	<b>81,293</b>	<b>82,738</b>	<b>85,593</b>	<b>86,716</b>	<b>87,164</b>	<b>87,962</b>	<b>90,546</b>
<b>Net Operating Result for the Year</b>	<b>6,593</b>	<b>19,462</b>	<b>45,348</b>	<b>28,080</b>	<b>4,781</b>	<b>7,792</b>	<b>11,580</b>	<b>5,178</b>	<b>4,797</b>	<b>6,064</b>	<b>6,998</b>	<b>6,372</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,078)</b>	<b>1,975</b>	<b>(1,519)</b>	<b>282</b>	<b>2,546</b>	<b>3,872</b>	<b>4,184</b>	<b>3,318</b>	<b>2,937</b>	<b>4,204</b>	<b>5,138</b>	<b>4,512</b>

Kempsey Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
**INCOME STATEMENT - GENERAL FUND**  
Scenario: Final

	Actuals	Current Year	Projected Years									
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	25,742	26,404	27,240	27,785	28,340	28,907	29,485	30,075	30,677	31,290	31,916	32,554
User Charges & Fees	6,499	7,744	8,053	8,174	8,317	8,462	8,631	8,804	8,980	9,182	9,389	9,624
Other Revenues	1,395	1,797	1,645	1,670	1,699	1,729	1,764	1,799	1,835	1,876	1,918	1,966
Grants & Contributions provided for Operating Purposes	14,279	14,705	12,536	10,582	10,559	10,570	10,389	10,400	10,412	10,423	10,435	10,448
Grants & Contributions provided for Capital Purposes	11,752	14,166	36,486	22,489	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Interest & Investment Revenue	598	359	396	385	755	803	1,019	906	982	959	854	873
<b>Total Income from Continuing Operations</b>	<b>60,265</b>	<b>65,176</b>	<b>86,355</b>	<b>71,085</b>	<b>50,670</b>	<b>51,471</b>	<b>52,288</b>	<b>52,984</b>	<b>53,885</b>	<b>54,731</b>	<b>55,512</b>	<b>56,465</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	19,945	19,432	20,866	20,992	21,447	22,037	22,617	23,352	24,111	24,955	25,828	26,732
Borrowing Costs	411	232	408	356	393	536	654	716	844	966	1,063	1,199
Materials & Contracts	15,050	10,332	10,494	7,978	8,026	8,089	8,044	8,154	8,193	8,278	8,364	8,460
Depreciation & Amortisation	17,304	13,508	15,186	16,123	16,147	16,147	16,184	16,428	16,387	15,557	15,557	15,557
Other Expenses	2,148	6,030	6,887	6,641	6,645	6,900	6,655	6,661	6,666	6,923	6,679	6,686
Net Losses from the Disposal of Assets	2,362	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>57,220</b>	<b>49,534</b>	<b>53,841</b>	<b>52,090</b>	<b>52,659</b>	<b>53,709</b>	<b>54,155</b>	<b>55,311</b>	<b>56,201</b>	<b>56,678</b>	<b>57,490</b>	<b>58,635</b>
<b>Net Operating Result for the Year</b>	<b>3,045</b>	<b>15,642</b>	<b>32,514</b>	<b>18,995</b>	<b>(1,988)</b>	<b>(2,238)</b>	<b>(1,867)</b>	<b>(2,327)</b>	<b>(2,316)</b>	<b>(1,948)</b>	<b>(1,978)</b>	<b>(2,170)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,707)</b>	<b>1,476</b>	<b>(3,972)</b>	<b>(3,495)</b>	<b>(2,988)</b>	<b>(3,238)</b>	<b>(2,867)</b>	<b>(3,327)</b>	<b>(3,316)</b>	<b>(2,948)</b>	<b>(2,978)</b>	<b>(3,170)</b>

Kempsey Shire Council

10 Year Financial Plan for the Years ending 30 June 2031

INCOME STATEMENT - WATER FUND

Scenario: Final

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	4,662	4,949	5,218	5,479	5,753	6,040	6,161	6,284	6,410	6,538	6,669	6,802
User Charges & Fees	8,191	8,338	8,452	8,868	9,306	9,765	9,961	10,160	10,363	10,571	10,783	10,999
Other Revenues	85	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	379	313	290	224	227	230	233	236	239	242	246	249
Grants & Contributions provided for Capital Purposes	1,812	1,479	5,634	662	560	560	560	560	560	560	560	560
Interest & Investment Revenue	238	70	330	181	97	111	152	189	238	297	374	458
<b>Total Income from Continuing Operations</b>	<b>15,367</b>	<b>15,149</b>	<b>19,923</b>	<b>15,414</b>	<b>15,942</b>	<b>16,706</b>	<b>17,066</b>	<b>17,429</b>	<b>17,810</b>	<b>18,208</b>	<b>18,631</b>	<b>19,069</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	2,757	2,904	3,065	3,142	3,220	3,309	3,408	3,519	3,633	3,760	3,892	4,028
Borrowing Costs	1,066	1,026	1,089	1,004	1,052	991	953	847	736	630	510	488
Materials & Contracts	2,211	4,255	4,399	4,291	4,297	4,303	4,309	4,315	4,322	4,329	4,337	4,345
Depreciation & Amortisation	5,601	5,999	5,621	5,625	5,628	5,629	5,669	5,690	5,691	5,692	5,694	5,695
Other Expenses	1,996	502	612	612	612	612	612	612	612	612	612	612
Net Losses from the Disposal of Assets	466	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>14,097</b>	<b>14,686</b>	<b>14,787</b>	<b>14,673</b>	<b>14,809</b>	<b>14,843</b>	<b>14,951</b>	<b>14,982</b>	<b>14,994</b>	<b>15,024</b>	<b>15,044</b>	<b>15,168</b>
<b>Net Operating Result for the Year</b>	<b>1,270</b>	<b>463</b>	<b>5,136</b>	<b>741</b>	<b>1,133</b>	<b>1,863</b>	<b>2,116</b>	<b>2,446</b>	<b>2,817</b>	<b>3,184</b>	<b>3,587</b>	<b>3,901</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(542)</b>	<b>(1,015)</b>	<b>(498)</b>	<b>79</b>	<b>573</b>	<b>1,303</b>	<b>1,556</b>	<b>1,886</b>	<b>2,257</b>	<b>2,624</b>	<b>3,027</b>	<b>3,341</b>

**Kempsey Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2031**  
**INCOME STATEMENT - SEWER FUND**

Scenario: Final

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	11,303	12,179	13,054	13,968	14,946	15,992	16,312	16,638	16,971	17,311	17,657	18,010
User Charges & Fees	1,364	1,716	1,575	1,667	1,767	1,873	1,911	1,949	1,988	2,028	2,070	2,113
Other Revenues	94	10	5	5	5	5	5	5	6	6	6	6
Grants & Contributions provided for Operating Purposes	114	115	129	131	133	135	138	140	143	145	148	150
Grants & Contributions provided for Capital Purposes	1,107	1,842	4,748	4,647	675	2,360	5,836	300	300	300	300	300
Interest & Investment Revenue	223	80	90	79	560	541	762	1,326	411	500	637	805
<b>Total Income from Continuing Operations</b>	<b>14,205</b>	<b>15,942</b>	<b>19,601</b>	<b>20,497</b>	<b>18,086</b>	<b>20,907</b>	<b>24,964</b>	<b>20,358</b>	<b>19,817</b>	<b>20,290</b>	<b>20,817</b>	<b>21,384</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	2,870	2,857	2,907	2,979	3,054	3,138	3,232	3,337	3,446	3,566	3,691	3,820
Borrowing Costs	948	880	847	1,112	1,320	1,520	2,050	3,118	2,925	2,738	2,572	3,748
Materials & Contracts	2,342	3,853	3,803	3,695	3,700	3,705	3,710	3,716	3,722	3,728	3,735	3,742
Depreciation & Amortisation	3,797	4,512	3,824	3,844	3,855	3,856	4,119	4,606	4,907	4,908	4,909	4,910
Other Expenses	1,713	483	522	522	522	522	522	522	522	522	522	522
Net Losses from the Disposal of Assets	257	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>11,927</b>	<b>12,585</b>	<b>11,903</b>	<b>12,152</b>	<b>12,450</b>	<b>12,740</b>	<b>13,633</b>	<b>15,300</b>	<b>15,522</b>	<b>15,462</b>	<b>15,428</b>	<b>16,742</b>
<b>Net Operating Result for the Year</b>	<b>2,278</b>	<b>3,357</b>	<b>7,698</b>	<b>8,345</b>	<b>5,636</b>	<b>8,167</b>	<b>11,331</b>	<b>5,058</b>	<b>4,296</b>	<b>4,828</b>	<b>5,389</b>	<b>4,642</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,171</b>	<b>1,515</b>	<b>2,950</b>	<b>3,698</b>	<b>4,961</b>	<b>5,807</b>	<b>5,495</b>	<b>4,758</b>	<b>3,996</b>	<b>4,528</b>	<b>5,089</b>	<b>4,342</b>

# Appendix 3

## Financial Position

Kempsey Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031												
BALANCE SHEET - CONSOLIDATED												
Scenario: Final												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	18,083	20,737	8,724	3,500	4,005	6,524	7,417	9,421	15,430	18,890	23,148	27,227
Investments	36,985	45,513	40,231	36,847	36,523	42,402	45,846	28,536	30,316	34,499	40,365	45,924
Receivables	9,713	10,207	11,436	10,867	10,086	10,436	10,604	10,796	10,997	11,201	11,413	11,633
Inventories	507	514	529	439	441	443	441	445	446	449	452	455
Contract assets	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314
Other	130	155	165	143	144	146	144	145	145	147	146	147
<b>Total Current Assets</b>	<b>67,732</b>	<b>79,439</b>	<b>63,399</b>	<b>54,111</b>	<b>53,513</b>	<b>62,265</b>	<b>66,765</b>	<b>51,656</b>	<b>59,647</b>	<b>67,500</b>	<b>77,838</b>	<b>87,700</b>
<b>Non-Current Assets</b>												
Investments	-	15,171	13,410	12,282	12,174	14,134	15,282	9,512	10,105	11,500	13,455	15,308
Receivables	106	279	475	320	111	111	110	110	110	110	110	110
Infrastructure, Property, Plant & Equipment	1,082,309	1,100,719	1,165,416	1,223,275	1,234,822	1,249,834	1,277,961	1,296,419	1,289,564	1,280,728	1,273,043	1,264,599
Right of use assets	81	81	81	81	81	81	81	81	81	81	81	81
<b>Total Non-Current Assets</b>	<b>1,082,496</b>	<b>1,116,250</b>	<b>1,179,383</b>	<b>1,235,959</b>	<b>1,247,188</b>	<b>1,264,161</b>	<b>1,293,433</b>	<b>1,306,121</b>	<b>1,299,860</b>	<b>1,292,419</b>	<b>1,286,689</b>	<b>1,280,098</b>
<b>TOTAL ASSETS</b>	<b>1,150,228</b>	<b>1,195,689</b>	<b>1,242,782</b>	<b>1,290,070</b>	<b>1,300,701</b>	<b>1,326,426</b>	<b>1,360,198</b>	<b>1,357,778</b>	<b>1,359,508</b>	<b>1,359,919</b>	<b>1,364,527</b>	<b>1,367,798</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	6,365	8,520	8,857	8,136	8,325	8,607	8,605	8,702	8,905	9,058	9,163	9,328
Contract liabilities	3,149	3,678	6,724	4,994	1,480	2,001	3,053	1,350	1,352	1,354	1,356	1,358
Borrowings	3,329	4,634	4,507	5,740	5,801	6,814	7,967	8,197	7,791	6,430	7,212	6,098
Provisions	7,158	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>20,040</b>	<b>24,290</b>	<b>27,545</b>	<b>26,327</b>	<b>23,063</b>	<b>24,880</b>	<b>27,082</b>	<b>25,706</b>	<b>25,505</b>	<b>24,299</b>	<b>25,188</b>	<b>24,242</b>
<b>Non-Current Liabilities</b>												
Payables	446	863	916	797	799	812	801	805	807	821	814	818
Lease liabilities	71	110	110	110	110	110	110	110	110	110	110	110
Borrowings	34,571	56,163	54,599	75,144	84,256	100,359	120,361	114,134	111,267	106,806	103,533	101,374
Provisions	2,094	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795
<b>Total Non-Current Liabilities</b>	<b>37,182</b>	<b>58,931</b>	<b>57,421</b>	<b>77,846</b>	<b>86,960</b>	<b>103,076</b>	<b>123,067</b>	<b>116,844</b>	<b>113,979</b>	<b>109,532</b>	<b>106,252</b>	<b>104,097</b>
<b>TOTAL LIABILITIES</b>	<b>57,222</b>	<b>83,221</b>	<b>84,966</b>	<b>104,173</b>	<b>110,023</b>	<b>127,956</b>	<b>150,149</b>	<b>142,550</b>	<b>139,484</b>	<b>133,831</b>	<b>131,441</b>	<b>128,339</b>
<b>Net Assets</b>	<b>1,093,006</b>	<b>1,112,468</b>	<b>1,157,816</b>	<b>1,185,897</b>	<b>1,190,677</b>	<b>1,198,470</b>	<b>1,210,050</b>	<b>1,215,227</b>	<b>1,220,024</b>	<b>1,226,088</b>	<b>1,233,086</b>	<b>1,239,458</b>
<b>EQUITY</b>												
Retained Earnings	463,238	482,700	528,048	556,129	560,909	568,702	580,282	585,459	590,256	596,320	603,318	609,690
Revaluation Reserves	629,768	629,768	629,768	629,768	629,768	629,768	629,768	629,768	629,768	629,768	629,768	629,768
Council Equity Interest	1,093,006	1,112,468	1,157,816	1,185,897	1,190,677	1,198,470	1,210,050	1,215,227	1,220,024	1,226,088	1,233,086	1,239,458
<b>Total Equity</b>	<b>1,093,006</b>	<b>1,112,468</b>	<b>1,157,816</b>	<b>1,185,897</b>	<b>1,190,677</b>	<b>1,198,470</b>	<b>1,210,050</b>	<b>1,215,227</b>	<b>1,220,024</b>	<b>1,226,088</b>	<b>1,233,086</b>	<b>1,239,458</b>

Kempsey Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2031  
 BALANCE SHEET - GENERAL FUND  
 Scenario: Final

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	10,280	5,000	1,000	1,000	1,000	1,000	1,000	2,142	4,553	5,000	5,000	5,000
Investments	19,864	28,413	21,876	15,965	15,640	14,396	13,189	13,189	13,189	14,154	15,948	18,120
Receivables	5,174	5,825	6,968	6,154	5,113	5,187	5,251	5,336	5,427	5,520	5,617	5,721
Inventories	507	514	529	439	441	443	441	445	446	449	452	455
Contract assets	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314	2,314
Other	130	155	165	143	144	146	144	145	145	147	146	147
<b>Total Current Assets</b>	<b>38,269</b>	<b>42,221</b>	<b>32,852</b>	<b>26,015</b>	<b>24,652</b>	<b>23,486</b>	<b>22,339</b>	<b>23,571</b>	<b>26,075</b>	<b>27,585</b>	<b>29,478</b>	<b>31,757</b>
<b>Non-Current Assets</b>												
Investments	-	9,471	7,292	5,322	5,213	4,799	4,396	4,396	4,396	4,718	5,316	6,040
Receivables	106	279	475	320	111	111	110	110	110	110	110	110
Infrastructure, Property, Plant & Equipment	766,601	786,559	831,458	855,435	856,450	860,013	860,447	857,679	856,610	853,514	851,524	848,726
Right of use assets	81	81	81	81	81	81	81	81	81	81	81	81
<b>Total Non-Current Assets</b>	<b>766,788</b>	<b>796,391</b>	<b>839,306</b>	<b>861,158</b>	<b>861,856</b>	<b>865,004</b>	<b>865,034</b>	<b>862,267</b>	<b>861,197</b>	<b>858,423</b>	<b>857,031</b>	<b>854,958</b>
<b>TOTAL ASSETS</b>	<b>805,057</b>	<b>838,611</b>	<b>872,158</b>	<b>887,173</b>	<b>886,508</b>	<b>888,490</b>	<b>887,373</b>	<b>885,838</b>	<b>887,272</b>	<b>886,008</b>	<b>886,509</b>	<b>886,714</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	6,189	8,336	8,668	7,947	8,136	8,418	8,415	8,512	8,715	8,867	8,972	9,137
Contract liabilities	2,773	3,076	5,222	3,523	1,231	1,232	1,213	1,214	1,216	1,217	1,218	1,219
Borrowings	791	1,499	1,440	1,490	993	1,186	1,281	1,379	1,453	1,560	1,734	1,916
Provisions	7,158	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457	7,457
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>16,950</b>	<b>20,368</b>	<b>22,787</b>	<b>20,417</b>	<b>17,817</b>	<b>18,294</b>	<b>18,366</b>	<b>18,563</b>	<b>18,841</b>	<b>19,101</b>	<b>19,381</b>	<b>19,730</b>
<b>Non-Current Liabilities</b>												
Payables	446	863	916	797	799	812	801	805	807	821	814	818
Lease liabilities	71	110	110	110	110	110	110	110	110	110	110	110
Borrowings	2,825	17,162	15,722	14,232	18,152	21,883	22,572	23,163	26,634	27,043	29,248	31,271
Provisions	2,094	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795
<b>Total Non-Current Liabilities</b>	<b>5,436</b>	<b>19,930</b>	<b>18,543</b>	<b>16,934</b>	<b>20,857</b>	<b>24,600</b>	<b>25,278</b>	<b>25,873</b>	<b>29,345</b>	<b>29,769</b>	<b>31,967</b>	<b>33,995</b>
<b>TOTAL LIABILITIES</b>	<b>22,386</b>	<b>40,298</b>	<b>41,331</b>	<b>37,351</b>	<b>38,674</b>	<b>42,895</b>	<b>43,644</b>	<b>44,436</b>	<b>48,187</b>	<b>48,870</b>	<b>51,349</b>	<b>53,725</b>
<b>Net Assets</b>	<b>782,671</b>	<b>798,313</b>	<b>830,827</b>	<b>849,822</b>	<b>847,834</b>	<b>845,596</b>	<b>843,729</b>	<b>841,402</b>	<b>839,086</b>	<b>837,138</b>	<b>835,160</b>	<b>832,990</b>
<b>EQUITY</b>												
Retained Earnings	354,384	370,026	402,540	421,535	419,547	417,309	415,442	413,115	410,799	408,851	406,873	404,703
Revaluation Reserves	428,287	428,287	428,287	428,287	428,287	428,287	428,287	428,287	428,287	428,287	428,287	428,287
Council Equity Interest	782,671	798,313	830,827	849,822	847,834	845,596	843,729	841,402	839,086	837,138	835,160	832,990
<b>Total Equity</b>	<b>782,671</b>	<b>798,313</b>	<b>830,827</b>	<b>849,822</b>	<b>847,834</b>	<b>845,596</b>	<b>843,729</b>	<b>841,402</b>	<b>839,086</b>	<b>837,138</b>	<b>835,160</b>	<b>832,990</b>

Kempsey Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2031  
 BALANCE SHEET - WATER FUND  
 Scenario: Final

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	3,598	14,237	6,224	1,000	1,850	4,024	4,917	7,029	9,376	12,390	16,648	20,727
Investments	7,806	5,855	5,855	1,760	1,760	1,760	1,760	1,760	1,760	1,760	1,760	1,760
Receivables	3,213	2,942	3,009	3,158	3,315	3,479	3,548	3,619	3,692	3,766	3,841	3,918
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>14,617</b>	<b>23,034</b>	<b>15,088</b>	<b>5,918</b>	<b>6,925</b>	<b>9,263</b>	<b>10,225</b>	<b>12,408</b>	<b>14,828</b>	<b>17,916</b>	<b>22,249</b>	<b>26,405</b>
<b>Non-Current Assets</b>												
Investments	-	1,952	1,952	587	587	587	587	587	587	587	587	587
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	198,006	197,238	208,538	222,834	222,025	220,983	219,922	217,865	215,831	213,823	211,842	209,888
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>198,006</b>	<b>199,189</b>	<b>210,489</b>	<b>223,421</b>	<b>222,611</b>	<b>221,569</b>	<b>220,509</b>	<b>218,452</b>	<b>216,418</b>	<b>214,410</b>	<b>212,428</b>	<b>210,475</b>
<b>TOTAL ASSETS</b>	<b>212,623</b>	<b>222,223</b>	<b>225,577</b>	<b>229,340</b>	<b>229,536</b>	<b>230,832</b>	<b>230,734</b>	<b>230,860</b>	<b>231,246</b>	<b>232,325</b>	<b>234,677</b>	<b>236,881</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	96	107	111	112	112	112	112	112	112	113	113	113
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,264	1,787	1,678	1,936	2,067	2,214	2,320	2,431	2,105	1,235	1,698	861
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,360</b>	<b>1,894</b>	<b>1,790</b>	<b>2,048</b>	<b>2,179</b>	<b>2,326</b>	<b>2,432</b>	<b>2,543</b>	<b>2,217</b>	<b>1,348</b>	<b>1,810</b>	<b>974</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,729	25,332	23,654	26,417	25,350	24,636	22,316	19,885	17,780	16,545	14,847	13,987
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>16,729</b>	<b>25,332</b>	<b>23,654</b>	<b>26,417</b>	<b>25,350</b>	<b>24,636</b>	<b>22,316</b>	<b>19,885</b>	<b>17,780</b>	<b>16,545</b>	<b>14,847</b>	<b>13,987</b>
<b>TOTAL LIABILITIES</b>	<b>18,089</b>	<b>27,226</b>	<b>25,444</b>	<b>28,466</b>	<b>27,529</b>	<b>26,962</b>	<b>24,748</b>	<b>22,428</b>	<b>19,997</b>	<b>17,893</b>	<b>16,657</b>	<b>14,960</b>
<b>Net Assets</b>	<b>194,534</b>	<b>194,997</b>	<b>200,133</b>	<b>200,874</b>	<b>202,007</b>	<b>203,870</b>	<b>205,986</b>	<b>208,432</b>	<b>211,249</b>	<b>214,433</b>	<b>218,020</b>	<b>221,921</b>
<b>EQUITY</b>												
Retained Earnings	59,377	59,840	64,976	65,717	66,850	68,713	70,829	73,275	76,092	79,276	82,863	86,764
Revaluation Reserves	135,157	135,157	135,157	135,157	135,157	135,157	135,157	135,157	135,157	135,157	135,157	135,157
Council Equity Interest	194,534	194,997	200,133	200,874	202,007	203,870	205,986	208,432	211,249	214,433	218,020	221,921
<b>Total Equity</b>	<b>194,534</b>	<b>194,997</b>	<b>200,133</b>	<b>200,874</b>	<b>202,007</b>	<b>203,870</b>	<b>205,986</b>	<b>208,432</b>	<b>211,249</b>	<b>214,433</b>	<b>218,020</b>	<b>221,921</b>



Kempsey Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2031  
 BALANCE SHEET - SEWER FUND  
 Scenario: Final

	Actuals 2019/20 \$'000	Current Year 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					
							2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,205	1,500	1,500	1,500	1,155	1,500	1,500	250	1,500	1,500	1,500	1,500
Investments	9,315	11,245	12,500	19,122	19,122	26,246	30,896	13,586	15,366	18,585	22,657	26,044
Receivables	1,326	1,439	1,459	1,555	1,659	1,769	1,805	1,841	1,878	1,916	1,954	1,994
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>14,846</b>	<b>14,184</b>	<b>15,459</b>	<b>22,177</b>	<b>21,936</b>	<b>29,515</b>	<b>34,201</b>	<b>15,677</b>	<b>18,744</b>	<b>22,000</b>	<b>26,111</b>	<b>29,538</b>
<b>Non-Current Assets</b>												
Investments	-	3,748	4,167	6,374	6,374	8,749	10,299	4,529	5,122	6,195	7,552	8,681
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	117,702	116,922	125,421	145,006	156,347	168,839	197,592	220,875	217,124	213,391	209,677	205,984
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>117,702</b>	<b>120,670</b>	<b>129,588</b>	<b>151,379</b>	<b>162,721</b>	<b>177,588</b>	<b>207,891</b>	<b>225,403</b>	<b>222,246</b>	<b>219,586</b>	<b>217,230</b>	<b>214,665</b>
<b>TOTAL ASSETS</b>	<b>132,548</b>	<b>134,855</b>	<b>145,047</b>	<b>173,557</b>	<b>184,657</b>	<b>207,103</b>	<b>242,092</b>	<b>241,080</b>	<b>240,990</b>	<b>241,586</b>	<b>243,341</b>	<b>244,203</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	80	77	77	77	77	77	77	78	78	78	78	78
Contract liabilities	376	603	1,502	1,471	249	768	1,840	136	136	137	138	139
Borrowings	1,274	1,348	1,389	2,313	2,741	3,414	4,366	4,387	4,233	3,635	3,781	3,322
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,730</b>	<b>2,028</b>	<b>2,968</b>	<b>3,862</b>	<b>3,067</b>	<b>4,260</b>	<b>6,283</b>	<b>4,600</b>	<b>4,446</b>	<b>3,850</b>	<b>3,996</b>	<b>3,538</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	15,017	13,669	15,223	34,494	40,753	53,839	75,473	71,086	66,854	63,219	59,438	56,116
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>15,017</b>	<b>13,669</b>	<b>15,223</b>	<b>34,494</b>	<b>40,753</b>	<b>53,839</b>	<b>75,473</b>	<b>71,086</b>	<b>66,854</b>	<b>63,219</b>	<b>59,438</b>	<b>56,116</b>
<b>TOTAL LIABILITIES</b>	<b>16,747</b>	<b>15,697</b>	<b>18,191</b>	<b>38,356</b>	<b>43,820</b>	<b>58,099</b>	<b>81,756</b>	<b>75,686</b>	<b>71,300</b>	<b>67,068</b>	<b>63,434</b>	<b>59,655</b>
<b>Net Assets</b>	<b>115,801</b>	<b>119,158</b>	<b>126,856</b>	<b>135,201</b>	<b>140,837</b>	<b>149,004</b>	<b>160,335</b>	<b>165,394</b>	<b>169,690</b>	<b>174,518</b>	<b>179,906</b>	<b>184,548</b>
<b>EQUITY</b>												
Retained Earnings	49,477	52,834	60,532	68,877	74,513	82,680	94,011	99,070	103,366	108,194	113,582	118,224
Revaluation Reserves	66,324	66,324	66,324	66,324	66,324	66,324	66,324	66,324	66,324	66,324	66,324	66,324
Council Equity Interest	115,801	119,158	126,856	135,201	140,837	149,004	160,335	165,394	169,690	174,518	179,906	184,548
<b>Total Equity</b>	<b>115,801</b>	<b>119,158</b>	<b>126,856</b>	<b>135,201</b>	<b>140,837</b>	<b>149,004</b>	<b>160,335</b>	<b>165,394</b>	<b>169,690</b>	<b>174,518</b>	<b>179,906</b>	<b>184,548</b>

# Appendix 4

## Cash Flow Statement

Kempsey Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Final												
	Actuals 2019/20 \$'000	Current Year 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					
							2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	41,834	43,469	45,352	47,091	48,891	50,784	51,877	52,915	53,973	55,053	56,154	57,277
User Charges & Fees	15,724	17,347	18,050	18,573	19,229	19,932	20,426	20,835	21,251	21,698	22,157	22,647
Investment & Interest Revenue Received	1,125	460	862	684	1,415	1,457	1,939	2,416	1,621	1,749	1,856	2,125
Grants & Contributions	26,322	32,846	61,870	37,794	10,703	15,375	19,216	10,933	12,655	12,672	12,690	12,708
Bonds & Deposits Received	132	-	-	-	-	-	-	-	-	-	-	-
Other	5,361	1,829	1,402	1,867	1,958	1,731	1,768	1,801	1,837	1,878	1,920	1,967
<b>Payments:</b>												
Employee Benefits & On-Costs	(25,077)	(25,217)	(26,827)	(27,114)	(27,717)	(28,477)	(29,252)	(30,200)	(31,182)	(32,272)	(33,402)	(34,571)
Materials & Contracts	(23,834)	(17,714)	(19,830)	(18,047)	(17,458)	(17,468)	(17,578)	(17,608)	(17,673)	(17,702)	(17,923)	(17,972)
Borrowing Costs	(2,361)	(1,537)	(2,408)	(2,532)	(2,620)	(2,881)	(3,624)	(4,652)	(4,355)	(4,313)	(4,043)	(5,342)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(6,145)	(6,852)	(7,955)	(7,823)	(7,771)	(8,013)	(7,792)	(7,782)	(7,788)	(8,031)	(7,810)	(7,805)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>33,081</b>	<b>44,630</b>	<b>70,517</b>	<b>50,492</b>	<b>26,628</b>	<b>32,440</b>	<b>36,980</b>	<b>28,657</b>	<b>30,339</b>	<b>30,732</b>	<b>31,598</b>	<b>31,035</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	5,039	-	8,716	13,340	433	1,659	1,609	23,080	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	241	1,085	898	898	898	898	898	898	898	898	898	898
Deferred Debtors Receipts	197	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	963	(23,699)	(1,673)	(8,829)	-	(9,499)	(6,200)	-	(2,374)	(5,577)	(7,822)	(7,412)
Purchase of Infrastructure, Property, Plant & Equipment	(27,621)	(42,260)	(88,780)	(82,903)	(36,627)	(40,095)	(53,550)	(44,633)	(19,582)	(16,772)	(17,925)	(17,168)
Deferred Debtors & Advances Made	(80)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(21,261)</b>	<b>(64,874)</b>	<b>(80,839)</b>	<b>(77,493)</b>	<b>(35,297)</b>	<b>(47,037)</b>	<b>(57,243)</b>	<b>(20,655)</b>	<b>(21,057)</b>	<b>(21,451)</b>	<b>(24,849)</b>	<b>(23,682)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	26,500	3,000	26,700	15,000	23,000	28,000	2,000	5,000	2,000	4,000	4,000
<b>Payments:</b>												
Repayment of Borrowings & Advances	(3,995)	(3,603)	(4,691)	(4,923)	(5,827)	(5,883)	(6,845)	(7,998)	(8,273)	(7,821)	(6,491)	(7,273)
Repayment of lease liabilities (principal repayments)	(14)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(4,009)</b>	<b>22,897</b>	<b>(1,691)</b>	<b>21,777</b>	<b>9,173</b>	<b>17,117</b>	<b>21,155</b>	<b>(5,998)</b>	<b>(3,273)</b>	<b>(5,821)</b>	<b>(2,491)</b>	<b>(3,273)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>7,811</b>	<b>2,654</b>	<b>(12,013)</b>	<b>(5,224)</b>	<b>505</b>	<b>2,519</b>	<b>892</b>	<b>2,004</b>	<b>6,009</b>	<b>3,460</b>	<b>4,258</b>	<b>4,079</b>
plus: Cash & Cash Equivalents - beginning of year	10,272	18,083	20,737	8,724	3,500	4,005	6,524	7,417	9,421	15,430	18,890	23,148
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>18,083</b>	<b>20,737</b>	<b>8,724</b>	<b>3,500</b>	<b>4,005</b>	<b>6,524</b>	<b>7,417</b>	<b>9,421</b>	<b>15,430</b>	<b>18,890</b>	<b>23,148</b>	<b>27,227</b>
Cash & Cash Equivalents - end of the year	18,083	20,737	8,724	3,500	4,005	6,524	7,417	9,421	15,430	18,890	23,148	27,227
Investments - end of the year	36,985	60,684	53,641	49,130	48,697	56,537	61,127	38,048	40,421	45,998	53,821	61,232
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>55,068</b>	<b>81,420</b>	<b>62,365</b>	<b>52,630</b>	<b>52,702</b>	<b>63,061</b>	<b>68,544</b>	<b>47,469</b>	<b>55,851</b>	<b>64,888</b>	<b>76,968</b>	<b>88,459</b>
<b>Representing:</b>												
- External Restrictions	46,413	57,381	45,589	43,713	44,046	55,283	62,501	41,746	47,146	56,867	69,012	80,113
- Internal Restrictions	8,126	4,950	2,861	1,828	1,388	1,239	1,058	909	760	611	353	204
- Unrestricted	529	19,089	13,915	7,088	7,268	6,538	4,985	4,814	7,945	7,410	7,603	8,142
	<b>55,068</b>	<b>81,420</b>	<b>62,365</b>	<b>52,630</b>	<b>52,702</b>	<b>63,061</b>	<b>68,544</b>	<b>47,469</b>	<b>55,851</b>	<b>64,888</b>	<b>76,968</b>	<b>88,459</b>

Kempsey Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2031  
 CASH FLOW STATEMENT - GENERAL FUND  
 Scenario: Final

	Actuals 2019/20 \$'000	Current Year 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years					
							2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	26,119	27,180	27,746	28,301	28,867	29,444	30,033	30,634	31,246	31,871	32,509
User Charges & Fees	-	7,357	8,010	8,181	8,307	8,452	8,620	8,792	8,968	9,169	9,375	9,608
Investment & Interest Revenue Received	-	310	442	424	758	805	1,025	901	972	952	845	862
Grants & Contributions	-	28,870	50,172	32,161	10,331	11,570	11,378	11,401	11,412	11,424	11,436	11,448
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,819	1,397	1,862	1,953	1,726	1,762	1,795	1,831	1,872	1,914	1,961
Payments:												
Employee Benefits & On-Costs	-	(19,457)	(20,855)	(20,993)	(21,443)	(22,031)	(22,611)	(23,344)	(24,103)	(24,946)	(25,819)	(26,723)
Materials & Contracts	-	(9,385)	(11,380)	(9,809)	(9,210)	(9,209)	(9,308)	(9,325)	(9,378)	(9,392)	(9,600)	(9,633)
Borrowing Costs	-	369	(471)	(417)	(248)	(370)	(621)	(686)	(694)	(945)	(962)	(1,106)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(5,867)	(6,821)	(6,690)	(6,638)	(6,879)	(6,658)	(6,648)	(6,654)	(6,898)	(6,676)	(6,671)
<b>Net Cash provided (or used in) Operating Activities</b>	-	30,136	47,674	32,465	12,111	12,931	13,031	12,919	12,989	12,483	12,384	12,255
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	8,716	7,881	433	1,659	1,609	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	1,085	898	898	898	898	898	898	898	898	898	898
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(18,020)	-	-	-	-	-	-	-	(1,286)	(2,393)	(2,895)
Purchase of Infrastructure, Property, Plant & Equipment	-	(33,526)	(59,788)	(39,804)	(16,864)	(19,413)	(16,322)	(13,364)	(15,021)	(12,164)	(13,269)	(12,462)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(50,461)	(50,174)	(31,025)	(15,534)	(16,856)	(13,814)	(12,466)	(14,122)	(12,552)	(14,764)	(14,460)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	16,000	-	-	5,000	5,000	2,000	2,000	5,000	2,000	4,000	4,000
Payments:												
Repayment of Borrowings & Advances	-	(955)	(1,499)	(1,440)	(1,577)	(1,075)	(1,217)	(1,311)	(1,455)	(1,484)	(1,621)	(1,795)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	15,045	(1,499)	(1,440)	3,423	3,925	783	689	3,545	516	2,379	2,205
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(5,280)	(4,000)	0	-	-	-	1,142	2,411	447	(0)	(0)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	10,280	5,000	1,000	1,000	1,000	1,000	1,000	2,142	4,553	5,000	5,000
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	5,000	1,000	1,000	1,000	1,000	1,000	2,142	4,553	5,000	5,000	5,000
<b>Cash &amp; Cash Equivalents - end of the year</b>	10,280	5,000	1,000	1,000	1,000	1,000	1,000	2,142	4,553	5,000	5,000	5,000
<b>Investments - end of the year</b>	19,864	37,884	29,168	21,287	20,854	19,195	17,586	17,586	17,586	18,872	21,264	24,160
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	30,144	42,884	30,168	22,287	21,854	20,195	18,586	19,728	22,139	23,872	26,264	29,160
<b>Representing:</b>												
- External Restrictions	21,489	18,844	13,392	13,370	13,198	12,417	12,543	14,005	13,434	15,851	18,308	20,813
- Internal Restrictions	8,126	4,950	2,861	1,828	1,388	1,239	1,058	909	760	611	353	204
- Unrestricted	529	19,089	13,915	7,088	7,268	6,538	4,985	4,814	7,945	7,410	7,603	8,142
	30,144	42,884	30,168	22,287	21,854	20,195	18,586	19,728	22,139	23,872	26,264	29,160

Kempsey Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
CASH FLOW STATEMENT - WATER FUND  
Scenario: Final

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	5,166	5,182	5,444	5,716	6,002	6,145	6,268	6,393	6,521	6,651	6,784
User Charges & Fees	-	8,392	8,421	8,754	9,186	9,640	9,907	10,105	10,308	10,514	10,725	10,940
Investment & Interest Revenue Received	-	70	330	181	97	111	152	189	238	297	374	458
Grants & Contributions	-	1,792	5,923	886	787	790	793	796	799	802	806	809
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(2,904)	(3,065)	(3,142)	(3,220)	(3,309)	(3,408)	(3,519)	(3,633)	(3,760)	(3,892)	(4,028)
Materials & Contracts	-	(4,388)	(4,545)	(4,441)	(4,447)	(4,453)	(4,459)	(4,465)	(4,472)	(4,479)	(4,487)	(4,495)
Borrowing Costs	-	(1,026)	(1,089)	(1,004)	(1,052)	(991)	(953)	(847)	(736)	(630)	(510)	(488)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(502)	(612)	(612)	(612)	(612)	(612)	(612)	(612)	(612)	(612)	(612)
<b>Net Cash provided (or used in) Operating Activities</b>	-	6,600	10,545	6,067	6,455	7,178	7,565	7,915	8,285	8,652	9,056	9,369
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	-	5,459	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,087)	(16,771)	(19,771)	(4,668)	(4,437)	(4,459)	(3,482)	(3,507)	(3,534)	(3,562)	(3,592)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(5,087)	(16,771)	(14,312)	(4,668)	(4,437)	(4,459)	(3,482)	(3,507)	(3,534)	(3,562)	(3,592)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	10,500	-	4,700	1,000	1,500	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,374)	(1,787)	(1,678)	(1,936)	(2,067)	(2,214)	(2,320)	(2,431)	(2,105)	(1,235)	(1,698)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	9,126	(1,787)	3,022	(936)	(567)	(2,214)	(2,320)	(2,431)	(2,105)	(1,235)	(1,698)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	10,639	(8,013)	(5,224)	850	2,174	892	2,112	2,347	3,014	4,258	4,079
plus: Cash & Cash Equivalents - beginning of year	-	3,598	14,237	6,224	1,000	1,850	4,024	4,917	7,029	9,376	12,390	16,648
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	14,237	6,224	1,000	1,850	4,024	4,917	7,029	9,376	12,390	16,648	20,727
Cash & Cash Equivalents - end of the year	3,598	14,237	6,224	1,000	1,850	4,024	4,917	7,029	9,376	12,390	16,648	20,727
Investments - end of the year	7,806	7,806	7,806	2,347	2,347	2,347	2,347	2,347	2,347	2,347	2,347	2,347
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>11,404</b>	<b>22,043</b>	<b>14,030</b>	<b>3,347</b>	<b>4,197</b>	<b>6,371</b>	<b>7,264</b>	<b>9,376</b>	<b>11,723</b>	<b>14,737</b>	<b>18,995</b>	<b>23,074</b>
<b>Representing:</b>												
- External Restrictions	5,180	2,849	3,017	3,219	3,428	3,644	3,900	4,166	4,442	4,730	5,029	5,340
- Internal Restrictions	6,223	7,364	163	46	54	1,796	525	299	131	461	1,468	2,527
- Unrestricted	1	11,830	10,850	82	715	931	2,839	4,911	7,150	9,546	12,497	15,207
	<b>11,404</b>	<b>22,043</b>	<b>14,030</b>	<b>3,347</b>	<b>4,197</b>	<b>6,371</b>	<b>7,264</b>	<b>9,376</b>	<b>11,723</b>	<b>14,737</b>	<b>18,995</b>	<b>23,074</b>

Kempsey Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
CASH FLOW STATEMENT - SEWER FUND  
Scenario: Final

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	12,183	12,990	13,901	14,874	15,915	16,289	16,614	16,947	17,286	17,631	17,984
User Charges & Fees	-	1,598	1,619	1,638	1,735	1,839	1,899	1,937	1,975	2,015	2,057	2,099
Investment & Interest Revenue Received	-	80	90	79	560	541	762	1,326	411	500	637	805
Grants & Contributions	-	2,184	5,775	4,748	(414)	3,015	7,045	(1,264)	443	446	448	451
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	10	5	5	5	5	5	5	6	6	6	6
Payments:												
Employee Benefits & On-Costs	-	(2,857)	(2,907)	(2,979)	(3,054)	(3,138)	(3,232)	(3,337)	(3,446)	(3,566)	(3,691)	(3,820)
Materials & Contracts	-	(3,942)	(3,905)	(3,796)	(3,801)	(3,806)	(3,812)	(3,817)	(3,823)	(3,830)	(3,836)	(3,844)
Borrowing Costs	-	(880)	(847)	(1,112)	(1,320)	(1,520)	(2,050)	(3,118)	(2,925)	(2,738)	(2,572)	(3,748)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(483)	(522)	(522)	(522)	(522)	(522)	(522)	(522)	(522)	(522)	(522)
<b>Net Cash provided (or used in) Operating Activities</b>	-	7,895	12,299	11,961	8,063	12,330	16,384	7,823	9,065	9,597	10,158	9,411
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	23,080	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(5,679)	(1,673)	(8,829)	-	(9,499)	(6,200)	-	(2,374)	(4,291)	(5,430)	(4,516)
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,647)	(12,221)	(23,327)	(15,095)	(16,245)	(32,770)	(27,787)	(1,054)	(1,074)	(1,094)	(1,114)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(9,325)	(13,894)	(32,156)	(15,095)	(25,744)	(38,970)	(4,707)	(3,428)	(5,365)	(6,523)	(5,631)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	-	3,000	22,000	9,000	16,500	26,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,274)	(1,404)	(1,805)	(2,313)	(2,741)	(3,414)	(4,366)	(4,387)	(4,233)	(3,635)	(3,781)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(1,274)	1,596	20,195	6,687	13,759	22,586	(4,366)	(4,387)	(4,233)	(3,635)	(3,781)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(2,705)	-	-	(345)	345	-	(1,250)	1,250	-	(0)	(0)
plus: Cash & Cash Equivalents - beginning of year	-	4,205	1,500	1,500	1,500	1,155	1,500	1,500	250	1,500	1,500	1,500
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	1,500	1,500	1,500	1,155	1,500	1,500	250	1,500	1,500	1,500	1,500
Cash & Cash Equivalents - end of the year	4,205	1,500	1,500	1,500	1,155	1,500	1,500	250	1,500	1,500	1,500	1,500
Investments - end of the year	9,315	14,994	16,667	25,496	25,496	34,995	41,195	18,115	20,488	24,779	30,209	34,725
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	13,520	16,494	18,167	26,996	26,651	36,495	42,695	18,365	21,988	26,279	31,709	36,225
<b>Representing:</b>												
- External Restrictions	3,264	3,885	4,207	4,543	4,951	5,393	5,889	6,404	6,939	7,494	8,070	8,668
- Internal Restrictions	10,256	12,447	9,998	765	505	490	49	478	3,016	6,093	10,183	13,234
- Unrestricted	-	162	3,962	21,688	21,195	30,612	36,756	11,483	12,034	12,692	13,456	14,323
	13,520	16,494	18,167	26,996	26,651	36,495	42,695	18,365	21,988	26,279	31,709	36,225

# Appendix 5

## Scenario Financial Statements – General Fund

Kempsey Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031												
INCOME STATEMENT - GENERAL FUND												
Scenario: 1-SRV of 21.7% increase in 23/24 year only												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	25,742,000	26,404,452	27,239,891	27,784,690	32,605,210	33,257,313	33,922,459	34,600,911	35,292,927	35,998,784	36,718,760	37,453,135
User Charges & Fees	6,499,000	7,743,739	8,052,809	8,173,606	8,316,641	8,462,181	8,631,427	8,804,051	8,980,133	9,182,184	9,388,789	9,623,506
Other Revenues	1,395,000	1,797,485	1,645,410	1,670,096	1,699,320	1,729,055	1,763,638	1,798,908	1,834,889	1,876,169	1,918,386	1,966,345
Grants & Contributions provided for Operating Purposes	14,279,000	14,704,935	12,535,733	10,582,054	10,558,734	10,569,609	10,388,769	10,400,083	10,411,624	10,423,395	10,435,402	10,447,649
Grants & Contributions provided for Capital Purposes	11,752,000	14,166,224	36,485,920	22,489,236	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Interest & Investment Revenue	598,000	358,825	395,717	385,413	755,061	803,231	1,018,641	905,667	981,663	958,740	853,792	872,945
<b>Total Income from Continuing Operations</b>	<b>60,265,000</b>	<b>65,175,660</b>	<b>86,355,480</b>	<b>71,085,095</b>	<b>54,934,966</b>	<b>55,821,389</b>	<b>56,724,934</b>	<b>57,509,620</b>	<b>58,501,236</b>	<b>59,439,272</b>	<b>60,315,129</b>	<b>61,363,580</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	19,945,000	19,432,251	20,865,917	20,991,959	21,447,295	22,037,092	22,617,092	23,352,142	24,111,084	24,954,970	25,828,401	26,732,392
Borrowing Costs	411,000	232,148	407,893	356,005	393,074	536,080	654,391	715,560	843,834	966,370	1,062,598	1,199,374
Materials & Contracts	15,050,000	10,331,617	10,493,824	7,978,139	8,025,973	8,089,485	8,043,788	8,154,410	8,192,607	8,277,621	8,821,882	8,460,350
Depreciation & Amortisation	17,304,000	13,507,739	15,186,439	16,123,449	16,146,849	16,146,849	16,184,249	16,428,089	16,387,101	15,556,591	15,556,591	15,556,591
Other Expenses	2,148,000	6,029,897	6,887,035	6,640,833	6,645,336	6,899,892	6,655,232	6,660,650	6,666,194	6,922,522	6,679,027	6,686,393
Net Losses from the Disposal of Assets	2,362,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>57,220,000</b>	<b>49,533,652</b>	<b>53,841,108</b>	<b>52,090,385</b>	<b>52,658,527</b>	<b>53,709,398</b>	<b>54,154,751</b>	<b>55,310,851</b>	<b>56,200,819</b>	<b>56,678,074</b>	<b>58,948,498</b>	<b>58,635,100</b>
<b>Net Operating Result for the Year</b>	<b>3,045,000</b>	<b>15,642,008</b>	<b>32,514,372</b>	<b>18,994,710</b>	<b>2,276,439</b>	<b>2,111,991</b>	<b>2,570,183</b>	<b>2,198,769</b>	<b>2,300,417</b>	<b>2,761,198</b>	<b>1,366,631</b>	<b>2,728,480</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,707,000)</b>	<b>1,475,784</b>	<b>(3,971,548)</b>	<b>(3,494,526)</b>	<b>1,276,439</b>	<b>1,111,991</b>	<b>1,570,183</b>	<b>1,198,769</b>	<b>1,300,417</b>	<b>1,761,198</b>	<b>366,631</b>	<b>1,728,480</b>

Kempsey Shire Council

10 Year Financial Plan for the Years ending 30 June 2031

INCOME STATEMENT - GENERAL FUND

Scenario: 2-SRV of 8.1% increase in 23/24 year for 3 years

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	25,742,000	26,404,452	27,239,891	27,784,690	29,662,178	31,684,352	33,862,784	34,540,044	35,230,844	35,935,460	36,654,169	37,387,252
User Charges & Fees	6,499,000	7,743,739	8,052,809	8,173,606	8,316,641	8,462,181	8,631,427	8,804,051	8,980,133	9,182,184	9,388,789	9,623,506
Other Revenues	1,395,000	1,797,485	1,645,410	1,670,096	1,699,320	1,729,055	1,763,638	1,798,908	1,834,889	1,876,169	1,918,386	1,966,345
Grants & Contributions provided for Operating Purposes	14,279,000	14,704,935	12,535,733	10,582,054	10,558,734	10,569,609	10,388,769	10,400,083	10,411,624	10,423,395	10,435,402	10,447,649
Grants & Contributions provided for Capital Purposes	11,752,000	14,166,224	36,485,920	22,489,236	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Interest & Investment Revenue	598,000	358,825	395,717	385,413	755,061	803,231	1,018,641	905,667	981,663	958,740	853,792	872,945
<b>Total Income from Continuing Operations</b>	<b>60,265,000</b>	<b>65,175,660</b>	<b>86,355,480</b>	<b>71,085,095</b>	<b>51,991,934</b>	<b>54,248,428</b>	<b>56,665,259</b>	<b>57,448,753</b>	<b>58,439,153</b>	<b>59,375,948</b>	<b>60,250,538</b>	<b>61,297,697</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	19,945,000	19,432,251	20,865,917	20,991,959	21,447,295	22,037,092	22,617,092	23,352,142	24,111,084	24,954,970	25,828,401	26,732,392
Borrowing Costs	411,000	232,148	407,893	356,005	393,074	536,080	654,391	715,560	843,834	966,370	1,062,598	1,199,374
Materials & Contracts	15,050,000	10,331,617	10,493,824	7,978,139	8,025,973	8,089,485	8,043,788	8,154,410	8,192,607	8,277,621	9,821,882	8,460,350
Depreciation & Amortisation	17,304,000	13,507,739	15,186,439	16,123,449	16,146,849	16,146,849	16,184,249	16,428,089	16,387,101	15,556,591	15,556,591	15,556,591
Other Expenses	2,148,000	6,029,897	6,887,035	6,640,833	6,645,336	6,899,892	6,655,232	6,660,650	6,666,194	6,922,522	6,679,027	6,686,393
Net Losses from the Disposal of Assets	2,362,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>57,220,000</b>	<b>49,533,652</b>	<b>53,841,108</b>	<b>52,090,385</b>	<b>52,658,527</b>	<b>53,709,398</b>	<b>54,154,751</b>	<b>55,310,851</b>	<b>56,200,819</b>	<b>56,678,074</b>	<b>58,948,498</b>	<b>58,635,100</b>
<b>Net Operating Result for the Year</b>	<b>3,045,000</b>	<b>15,642,008</b>	<b>32,514,372</b>	<b>18,994,710</b>	<b>(666,593)</b>	<b>539,030</b>	<b>2,510,508</b>	<b>2,137,902</b>	<b>2,238,334</b>	<b>2,697,874</b>	<b>1,302,040</b>	<b>2,662,597</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,707,000)</b>	<b>1,475,784</b>	<b>(3,971,548)</b>	<b>(3,494,526)</b>	<b>(1,666,593)</b>	<b>(460,970)</b>	<b>1,510,508</b>	<b>1,137,902</b>	<b>1,238,334</b>	<b>1,697,874</b>	<b>302,040</b>	<b>1,662,597</b>

Kempsey Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
INCOME STATEMENT - GENERAL FUND

Scenario: 3-SRV of 15.3% one-off increase in 23/24 year

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	25,742,000	26,404,452	27,239,891	27,784,690	31,220,706	31,845,120	32,482,022	33,131,665	33,794,297	34,470,182	35,159,586	35,862,777
User Charges & Fees	6,499,000	7,743,739	8,052,809	8,173,606	8,316,641	8,462,181	8,631,427	8,804,051	8,980,133	9,182,184	9,388,789	9,623,506
Other Revenues	1,395,000	1,797,485	1,645,410	1,670,096	1,699,320	1,729,055	1,763,638	1,798,908	1,834,889	1,876,169	1,918,386	1,966,345
Grants & Contributions provided for Operating Purposes	14,279,000	14,704,935	12,535,733	10,582,054	10,558,734	10,569,609	10,388,769	10,400,083	10,411,624	10,423,395	10,435,402	10,447,649
Grants & Contributions provided for Capital Purposes	11,752,000	14,166,224	36,485,920	22,489,236	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Interest & Investment Revenue	598,000	358,825	395,717	385,413	755,061	803,231	1,018,641	905,667	981,663	958,740	853,792	872,945
<b>Total Income from Continuing Operations</b>	<b>60,265,000</b>	<b>65,175,660</b>	<b>86,355,480</b>	<b>71,085,095</b>	<b>53,550,462</b>	<b>54,409,196</b>	<b>55,284,497</b>	<b>56,040,374</b>	<b>57,002,606</b>	<b>57,910,670</b>	<b>58,755,955</b>	<b>59,773,222</b>
Expenses from Continuing Operations												
Employee Benefits & On-Costs	19,945,000	19,432,251	20,865,917	20,991,959	21,447,295	22,037,092	22,617,092	23,352,142	24,111,084	24,954,970	25,828,401	26,732,392
Borrowing Costs	411,000	232,148	407,893	356,005	393,074	536,080	654,391	715,560	843,834	966,370	1,062,598	1,199,374
Materials & Contracts	15,050,000	10,331,617	10,493,824	7,978,139	8,025,973	8,089,485	8,043,788	8,154,410	8,192,607	8,277,621	8,821,882	8,460,350
Depreciation & Amortisation	17,304,000	13,507,739	15,186,439	16,123,449	16,146,849	16,146,849	16,184,249	16,428,089	16,387,101	15,556,591	15,556,591	15,556,591
Other Expenses	2,148,000	6,029,897	6,887,035	6,640,833	6,645,336	6,899,892	6,655,232	6,660,650	6,666,194	6,922,522	6,679,027	6,686,393
Net Losses from the Disposal of Assets	2,362,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>57,220,000</b>	<b>49,533,652</b>	<b>53,841,108</b>	<b>52,090,385</b>	<b>52,658,527</b>	<b>53,709,398</b>	<b>54,154,751</b>	<b>55,310,851</b>	<b>56,200,819</b>	<b>56,678,074</b>	<b>58,948,498</b>	<b>58,635,100</b>
<b>Net Operating Result for the Year</b>	<b>3,045,000</b>	<b>15,642,008</b>	<b>32,514,372</b>	<b>18,994,710</b>	<b>891,935</b>	<b>699,798</b>	<b>1,129,746</b>	<b>729,523</b>	<b>801,787</b>	<b>1,232,596</b>	<b>(192,543)</b>	<b>1,138,122</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,707,000)	1,475,784	(3,971,548)	(3,494,526)	(108,065)	(300,202)	129,746	(270,477)	(198,213)	232,596	(1,192,543)	138,122



## Appendix 6

### Ratio Explanations

Ratio	Description
Operating Performance	The purpose of this ratio is to measure a council's achievement in containing operating expenditure within operating revenue.
Own Source Revenue	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A Council's financial flexibility improves the higher the level of its own source revenue.
Unrestricted Current Ratio	This ratio is designed to represent Council's ability to meet short term obligations as they fall due.
Debt Service Cover	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.
Rates and annual charges outstanding percentage	This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.
Cash Expenses Cover	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash flow.