

# LOCKHART SHIRE COUNCIL



Moving Forward with True Country Spirit



Adopted by Council: 18<sup>th</sup> June 2012, Minute: 180/12

Resourcing Strategy

## Long Term Financial Plan

2012/13 – 2021/22

# **Long Term Financial Plan**

## **Introduction**

Lockhart Shire Council presents to you its first Long Term Financial Plan (LTFP) 2013-2022 for the Shire prepared in accordance with the State Government's Integrated Planning and Reporting framework requirements. The plan has been prepared to achieve the objectives of the Community Strategic Plan. The plan is a dynamic document that will be continually updated as circumstances and Council's financial position evolve in conjunction with the review timelines as required by the Integrated Planning and Reporting framework.

## **Purpose of Long Term Financial Planning**

The development of a LTFP allows Council to take a much more proactive approach to its financial management. Long term planning gives Council the ability to model what the future could look like given different circumstances and assumptions. It allows Council to identify future financial pressures or opportunities and to put measures in place over the short term to reduce impact of any threats or take advantage of opportunities.

Long term planning allows Council to look at the future financial implications of today's decisions before they are actually implemented. While a decision to change policy or strategy, introduce a new service or undertake capital works may seem to have no adverse financial impact in the short term the longer term implication may show a very different picture.

By having a long term planning process in place Council is much better placed to manage the expectations of the community in terms of what levels of services it is able to provide. Council is constantly faced with demands for increases to services or continuation of existing services. Through longer term financial plans Council will be able to better explain decisions it makes.

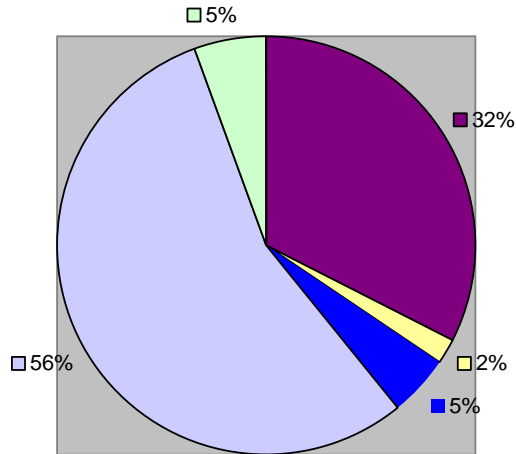
## **Long Term Financial Sustainability**

Lockhart Shire Council defines financial sustainability as being able to fund existing services, renew and replace assets when required and manage unforeseen financial shocks into the future. Being financially sustainable ensures future generations are not burdened with excessively high debt or rates charges or assets in serious disrepair.

Financial sustainability requires careful planning and consideration. We have created a ten year financial forecast to help us determine the future impact of delivering operational services and capital works projects to the community. In planning for the 2012-13 financial year and beyond, we have made the best possible assumptions about factors outside of Council's control, such as inflation, wage increases, rate pegging and grant funding. Our budgets are based on what we believe to be the most likely scenarios.

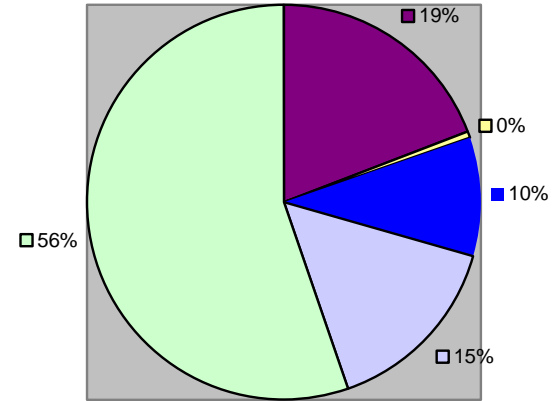
The tables below give a snapshot of the breakdown of Operating Revenues and Operating Expenditure for 2010-2011.

Operating Revenues



- Rates & Annual Charges
- User Charges & Fees
- Interest & Other
- Grants & Contributions (Operating)
- Other Revenues

Operating Expenditure



- Employee
- Borrowing
- Materials & Contracts
- Depreciation
- Other (including Impairment)

**Planning Assumptions**

Council’s base scenario model assumes current service levels continuing across future years. This includes both operational and capital expenditure programs.

As further work is undertaken on long term strategic asset management planning over the next 12 months, we will have a better estimate of key asset replacement points, and minimum maintenance expenditure levels, and their impact on our long term financial sustainability.

The three significant variables that will impact on Councils financial viability are Employee Costs, Materials & Contracts and Rate Pegging. Council has adopted the following rationale for the three LTFP base scenarios:

Base 1 - Planned: Council continue to provide services at the current level for both operating and capital expenditure and that income streams continue proportionally to support the current level levels.

Base 2 – Optimistic: Basically this scenario provides for income increasing more than is proportionally required to fund current levels of service therefore allowing Council to accrue surplus reserves and/or increase service levels.

Base 3 – Conservative: Basically the opposite to Base 2, where the cost to provide current levels of service increase proportionally more than total income each year which may lead to Council reviewing service levels and/or taking funds from reserves to fund current service levels.

Council is required to update the Long Term Financial Plan annually as part of the development of the Operational Plan and reviewed in detail as part of the 4 yearly review of Community Strategic Plan. When these updates and reviews take place it is anticipated the above assumptions will be reviewed and refined.

## **Rates**

The rate cap set for 2012/13 is 3.6%. This includes a component to assist NSW councils with the impact of the Federal Government's carbon tax scheme. Estimated rate pegging amounts used in future years of the LTFP are between 2.6% and 3.4%.

Rates do represent a high proportion of Council's annual income, and our annual planning processes will continue to assess the community's capacity to pay rates, and whether there is a potential for increased rates yield. However, we will continue seeking to maximise alternative revenue streams such as grant funding.

## **Fees & Charges**

Many of the facilities and services provided by Council are offered on a full or partial user pays basis. In planning future years budgets, we have assumed that these full/partial user pays arrangements will continue, with annual increases typically limited to inflation.

A number of fees and charges imposed by Council are prescribed by other levels of government. Changes in the amount of those fees and charges are determined by other bodies. We have assumed increases of less than CPI.

## **Grants & Subsidies**

Council currently receives a Financial Assistance Grant allocation from the Federal Government each year. In addition, a number of services provided by Council to the community are only possible because of specific grant funding from State and Federal Government. An example is the Roads to Recovery program from the Federal Government. In preparing future year financial plans, we have assumed that Council will continue to receive such grants. Should the level of grants and subsidies be reduced, Council's ability to provide the related services will be impacted.

## **Borrowings**

Council does not intend to borrow any funds in the next four years. In 2010/2011 Council borrowed \$1 million to partly fund construction of its new administration building.

## **Cash Reserves**

An alternative to borrowing for funding of major projects is to build up cash reserves for planned works in future years. Council maintains a number of internally restricted cash reserves, such as Plant Replacement and Future Infrastructure Improvements Reserves. The purpose and guiding financial parameters for these Reserves is determined by Council.

## **Expenditure Forecasts**

In preparing expenditure forecasts, we have considered not only new expenditure items, but also Council's ongoing commitments. This includes costs for capital and recurrent expenditure programs, and the combination of resources required to achieve the objectives of each of these programs, such as materials and contracts, employee costs, and other expenses.

Council's ongoing financial sustainability is strongly linked to constraining annual increases in expenditure items to the corresponding amount of increases in its revenue streams. For example, annual increases in materials and contractor prices of 3% compared to rate pegging of 2.8% creates a funding gap, and places additional stresses on Council's ability to provide existing service levels into the future.

## **Sensitivity Analysis**

Although the assumptions set out above are based on our current informed estimates, long term financial plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rates and the potential effect of inflation on revenues and expenditures which are largely outside of our control.

Some of these assumptions will have a relatively limited impact if they are wrong. Others however, may have a material impact on future plans. As such, the development process for the LTFP has included financial modelling taking into account different scenarios, to assess the likely impact of variations to our base assumptions.

### **Performance Monitoring**

We will monitor our performance against the LTFP using the key financial performance indicators as set out in the Division of Local Government's current Accounting Code.

As part of our annual preparation of the Operational Plan, we will undertake a review of the LTFP. This will include an assessment of the previous years' performance in terms of the accuracy of projections made in the LTFP compared to the actual results. The assumptions used may need to be adjusted to improve the accuracy of the LTFP over the longer term. Material variations between actual and estimated results are documented and discussed in Council's audited annual financial reports.

Council will also assess the impact of any major financial decisions made during the course of the year on the LTFP, as part of the Quarterly Budget Review process.

### **Financial Reports**

On the following pages you will find the information for the period 2012/13 to 2021/22, which includes a consolidated for the three scenarios:

- Income Statement;
- Balance Sheet;
- Cash Flow Statement;
- Key Performance Indicators Statement

<b>Lockhart Shire Council</b>										
<b>10 Year Financial Plan for the Years ending 30 June 2022</b>										
<b>INCOME STATEMENT - CONSOLIDATED</b>										
<b>Scenario: Base 1</b>										
<b>PLANNED</b>										
	2012/13	2013/14	2014/15	2015/16	Projected Years					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	2,816,903	2,889,810	2,964,625	3,034,877	3,104,617	3,176,043	3,249,196	3,324,120	3,400,859	3,479,458
User Charges & Fees	133,687	136,289	141,046	143,799	146,596	149,517	152,522	155,612	158,791	162,062
Interest & Investment Revenue	228,689	218,796	218,904	219,014	219,125	219,238	219,353	219,469	219,588	219,708
Other Revenues	1,426,120	1,431,262	1,440,062	1,448,760	1,483,240	1,518,582	1,554,807	1,591,938	1,629,998	1,669,009
Grants & Contributions provided for Operating Purposes	5,127,752	5,107,808	5,141,196	5,174,917	5,208,975	5,243,373	5,278,116	5,313,206	5,348,647	5,384,443
Grants & Contributions provided for Capital Purposes	3,000,000	-	-	-	-	-	-	-	-	-
<b>Other Income:</b>										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>12,733,151</b>	<b>9,783,966</b>	<b>9,905,831</b>	<b>10,021,366</b>	<b>10,162,553</b>	<b>10,306,753</b>	<b>10,453,994</b>	<b>10,604,346</b>	<b>10,757,883</b>	<b>10,914,679</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	1,510,745	1,552,043	1,588,261	1,622,078	1,656,741	1,692,270	1,728,687	1,766,014	1,804,275	1,843,492
Borrowing Costs	73,780	71,773	69,609	67,273	64,752	62,033	59,099	55,933	52,516	48,830
Materials & Contracts	3,377,665	3,444,476	3,376,681	3,418,721	3,467,687	3,518,122	3,570,070	3,623,577	3,678,688	3,735,453
Depreciation & Amortisation	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	970,938	1,001,306	1,034,334	1,065,364	1,100,654	1,137,317	1,175,419	1,215,031	1,256,228	1,299,088
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>8,138,864</b>	<b>8,275,334</b>	<b>8,274,621</b>	<b>8,379,172</b>	<b>8,495,570</b>	<b>8,615,477</b>	<b>8,739,011</b>	<b>8,866,291</b>	<b>8,997,443</b>	<b>9,132,600</b>
<b>Operating Result from Continuing Operations</b>	<b>4,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2022										
BALANCE SHEET - CONSOLIDATED										
Scenario: Base 1	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
PLANNED	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	7,507,542	7,772,800	7,560,043	7,696,941	7,857,663	8,039,993	8,243,164	8,466,322	8,708,540	8,968,818
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	681,113	460,850	465,178	471,587	478,106	484,933	492,049	499,455	507,150	515,137
Inventories	1,468,017	1,470,871	1,467,473	1,469,163	1,471,167	1,473,230	1,475,356	1,477,545	1,479,800	1,482,123
Other	73,628	75,212	74,433	75,572	76,902	78,275	79,692	81,154	82,663	84,221
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>9,730,300</b>	<b>9,779,733</b>	<b>9,567,127</b>	<b>9,713,263</b>	<b>9,883,837</b>	<b>10,076,432</b>	<b>10,290,261</b>	<b>10,524,476</b>	<b>10,778,154</b>	<b>11,050,298</b>
<b>Non-Current Assets</b>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	50,191	24,659	17,650	17,768	17,768	17,768	17,768	17,768	17,768	17,768
Inventories	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500
Infrastructure, Property, Plant & Equipment	219,995,074	221,454,939	223,268,379	224,744,505	226,220,631	227,696,757	229,172,883	230,649,009	232,125,135	233,601,261
Investments Accounted for using the equity method	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>220,595,765</b>	<b>222,030,098</b>	<b>223,836,529</b>	<b>225,312,773</b>	<b>226,788,899</b>	<b>228,265,025</b>	<b>229,741,151</b>	<b>231,217,277</b>	<b>232,693,403</b>	<b>234,169,529</b>
<b>TOTAL ASSETS</b>	<b>230,326,065</b>	<b>231,809,831</b>	<b>233,403,657</b>	<b>235,026,036</b>	<b>236,672,736</b>	<b>238,341,456</b>	<b>240,031,412</b>	<b>241,741,753</b>	<b>243,471,557</b>	<b>245,219,827</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	833,173	835,604	827,837	839,848	853,899	868,394	883,349	898,779	914,701	931,132
Borrowings	27,402	29,567	31,902	34,423	37,142	40,076	43,243	46,659	50,345	54,322
Provisions	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,407,030</b>	<b>1,411,625</b>	<b>1,406,195</b>	<b>1,420,726</b>	<b>1,437,496</b>	<b>1,454,926</b>	<b>1,473,046</b>	<b>1,491,892</b>	<b>1,511,501</b>	<b>1,531,909</b>
<b>Non-Current Liabilities</b>										
Payables	32,247	32,353	32,301	32,377	32,466	32,557	32,652	32,750	32,850	32,954
Borrowings	938,668	909,101	877,199	842,776	805,634	765,558	722,315	675,656	625,311	570,989
Provisions	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,024,460</b>	<b>994,999</b>	<b>963,045</b>	<b>928,698</b>	<b>891,645</b>	<b>851,660</b>	<b>808,512</b>	<b>761,951</b>	<b>711,707</b>	<b>657,488</b>
<b>TOTAL LIABILITIES</b>	<b>2,431,490</b>	<b>2,406,624</b>	<b>2,369,239</b>	<b>2,349,424</b>	<b>2,329,141</b>	<b>2,306,585</b>	<b>2,281,558</b>	<b>2,253,843</b>	<b>2,223,207</b>	<b>2,189,398</b>
<b>Net Assets</b>	<b>227,894,575</b>	<b>229,403,207</b>	<b>231,034,417</b>	<b>232,676,612</b>	<b>234,343,595</b>	<b>236,034,871</b>	<b>237,749,854</b>	<b>239,487,909</b>	<b>241,248,349</b>	<b>243,030,429</b>
<b>EQUITY</b>										
Retained Earnings	220,577,575	222,086,207	223,717,417	225,359,612	227,026,595	228,717,871	230,432,854	232,170,909	233,931,349	235,713,429
Revaluation Reserves	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000
Council Equity Interest	227,894,575	229,403,207	231,034,417	232,676,612	234,343,595	236,034,871	237,749,854	239,487,909	241,248,349	243,030,429
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>227,894,575</b>	<b>229,403,207</b>	<b>231,034,417</b>	<b>232,676,612</b>	<b>234,343,595</b>	<b>236,034,871</b>	<b>237,749,854</b>	<b>239,487,909</b>	<b>241,248,349</b>	<b>243,030,429</b>



Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2022										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Base 1										
	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
PLANNED	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	2,812,539	2,886,407	2,961,138	3,031,569	3,101,323	3,172,674	3,245,750	3,320,596	3,397,254	3,475,771
User Charges & Fees	135,929	135,032	138,748	142,469	145,245	148,106	151,070	154,119	157,255	160,482
Interest & Investment Revenue Received	226,381	217,269	219,174	218,555	218,459	218,409	218,365	218,325	218,288	218,256
Grants & Contributions	8,395,978	5,321,060	5,140,013	5,173,722	5,207,768	5,242,155	5,276,885	5,311,963	5,347,392	5,383,175
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,409,060	1,417,348	1,440,335	1,449,018	1,483,558	1,518,906	1,555,139	1,592,277	1,630,344	1,669,362
<b>Payments:</b>										
Employee Benefits & On-Costs	(1,510,745)	(1,552,043)	(1,588,261)	(1,622,078)	(1,656,741)	(1,692,270)	(1,728,687)	(1,766,014)	(1,804,275)	(1,843,492)
Materials & Contracts	(3,338,493)	(3,432,463)	(3,380,596)	(3,409,721)	(3,457,199)	(3,507,297)	(3,558,895)	(3,612,039)	(3,666,776)	(3,723,152)
Borrowing Costs	(73,780)	(71,773)	(69,609)	(67,273)	(64,752)	(62,033)	(59,099)	(55,933)	(52,516)	(48,830)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(970,938)	(1,001,306)	(1,034,334)	(1,065,364)	(1,100,654)	(1,137,317)	(1,175,419)	(1,215,031)	(1,256,228)	(1,299,088)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,085,932</b>	<b>3,919,531</b>	<b>3,826,606</b>	<b>3,850,897</b>	<b>3,877,006</b>	<b>3,901,334</b>	<b>3,925,110</b>	<b>3,948,262</b>	<b>3,970,739</b>	<b>3,992,484</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	151,345	216,504	284,524	294,454	294,689	294,689	294,689	294,689	294,689	294,689
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	46,800	46,800	17,600	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(6,759,324)	(3,890,175)	(4,311,920)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)
Purchase of Real Estate Assets	(305,000)	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,866,179)</b>	<b>(3,626,871)</b>	<b>(4,009,796)</b>	<b>(3,682,097)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-

<b>Payments:</b>											
Repayment of Borrowings & Advances	(25,394)	(27,402)	(29,567)	(31,902)	(34,423)	(37,142)	(40,076)	(43,243)	(46,659)	(50,345)	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(25,394)</b>	<b>(27,402)</b>	<b>(29,567)</b>	<b>(31,902)</b>	<b>(34,423)</b>	<b>(37,142)</b>	<b>(40,076)</b>	<b>(43,243)</b>	<b>(46,659)</b>	<b>(50,345)</b>	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>194,358</b>	<b>265,258</b>	<b>(212,757)</b>	<b>136,898</b>	<b>160,721</b>	<b>182,330</b>	<b>203,172</b>	<b>223,158</b>	<b>242,218</b>	<b>260,277</b>	
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>7,313,185</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>	
Cash & Cash Equivalents - end of the year	7,507,542	7,772,800	7,560,043	7,696,941	7,857,663	8,039,993	8,243,164	8,466,322	8,708,540	8,968,818	
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>	
<b>Representing:</b>											
- External Restrictions	3,024,443	3,137,618	3,246,742	3,351,462	3,451,401	3,546,155	3,635,295	3,718,362	3,794,865	3,864,280	
- Internal Restrictions	3,154,719	3,220,719	3,053,919	3,232,719	3,358,519	3,484,319	3,610,119	3,735,919	3,861,719	3,987,519	
- Unrestricted	1,328,380	1,414,463	1,259,382	1,112,760	1,047,743	1,009,519	997,750	1,012,041	1,051,956	1,117,019	
	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>	

KPI within LG Financial Health Check Guidelines	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>BASE 1 - PLANNED</b>										
Operational Result before capital Grants & Contributions	●	●	●	●	●	●	●	●	●	●
Unrestricted Current Ratio	●	●	●	●	●	●	●	●	●	●
Debt Service Ratio	●	●	●	●	●	●	●	●	●	●
Rates, Annual Charges, Interest & Extra Charges	●	●	●	●	●	●	●	●	●	●
Outstanding Percentage	●	●	●	●	●	●	●	●	●	●
Building & Infrastructure Renewals Ratio	●	●	●	●	●	●	●	●	●	●

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2023										
INCOME STATEMENT - CONSOLIDATED										
Scenario: Base 2										
	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
OPTIMISTIC	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	2,816,903	2,889,810	2,964,625	3,034,877	3,104,617	3,176,043	3,249,196	3,324,120	3,400,859	3,479,458
User Charges & Fees	133,687	136,289	141,046	143,799	146,596	149,517	152,522	155,612	158,791	162,062
Interest & Investment Revenue	228,689	218,796	218,904	219,014	219,125	219,238	219,353	219,469	219,588	219,708
Other Revenues	1,426,120	1,431,262	1,440,062	1,448,760	1,483,240	1,518,582	1,554,807	1,591,938	1,629,998	1,669,009
Grants & Contributions provided for Operating Purposes	5,127,752	5,107,808	5,141,196	5,174,917	5,208,975	5,243,373	5,278,116	5,313,206	5,348,647	5,384,443
Grants & Contributions provided for Capital Purposes	3,000,000	-	-	-	-	-	-	-	-	-
<b>Other Income:</b>										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>12,733,151</b>	<b>9,783,966</b>	<b>9,905,831</b>	<b>10,021,366</b>	<b>10,162,553</b>	<b>10,306,753</b>	<b>10,453,994</b>	<b>10,604,346</b>	<b>10,757,883</b>	<b>10,914,679</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	1,510,745	1,552,043	1,588,261	1,622,078	1,656,741	1,692,270	1,728,687	1,766,014	1,804,275	1,843,492
Borrowing Costs	73,780	71,773	69,609	67,273	64,752	62,033	59,099	55,933	52,516	48,830
Materials & Contracts	3,377,665	3,444,476	3,376,681	3,418,721	3,467,687	3,518,122	3,570,070	3,623,577	3,678,688	3,735,453
Depreciation & Amortisation	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	970,938	1,001,306	1,034,334	1,065,364	1,100,654	1,137,317	1,175,419	1,215,031	1,256,228	1,299,088
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>8,138,864</b>	<b>8,275,334</b>	<b>8,274,621</b>	<b>8,379,172</b>	<b>8,495,570</b>	<b>8,615,477</b>	<b>8,739,011</b>	<b>8,866,291</b>	<b>8,997,443</b>	<b>9,132,600</b>
<b>Operating Result from Continuing Operations</b>	<b>4,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2023										
BALANCE SHEET - CONSOLIDATED										
Scenario: Base 2										
	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
OPTIMISTIC	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	7,507,542	7,772,800	7,560,043	7,696,941	7,857,663	8,039,993	8,243,164	8,466,322	8,708,540	8,968,818
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	681,113	460,850	465,178	471,587	478,106	484,933	492,049	499,455	507,150	515,137
Inventories	1,468,017	1,470,871	1,467,473	1,469,163	1,471,167	1,473,230	1,475,356	1,477,545	1,479,800	1,482,123
Other	73,628	75,212	74,433	75,572	76,902	78,275	79,692	81,154	82,663	84,221
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>9,730,300</b>	<b>9,779,733</b>	<b>9,567,127</b>	<b>9,713,263</b>	<b>9,883,837</b>	<b>10,076,432</b>	<b>10,290,261</b>	<b>10,524,476</b>	<b>10,778,154</b>	<b>11,050,298</b>
<b>Non-Current Assets</b>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	50,191	24,659	17,650	17,768	17,768	17,768	17,768	17,768	17,768	17,768
Inventories	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500
Infrastructure, Property, Plant & Equipment	219,995,074	221,454,939	223,268,379	224,744,505	226,220,631	227,696,757	229,172,883	230,649,009	232,125,135	233,601,261
Investments Accounted for using the equity method	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>220,595,765</b>	<b>222,030,098</b>	<b>223,836,529</b>	<b>225,312,773</b>	<b>226,788,899</b>	<b>228,265,025</b>	<b>229,741,151</b>	<b>231,217,277</b>	<b>232,693,403</b>	<b>234,169,529</b>
<b>TOTAL ASSETS</b>	<b>230,326,065</b>	<b>231,809,831</b>	<b>233,403,657</b>	<b>235,026,036</b>	<b>236,672,736</b>	<b>238,341,456</b>	<b>240,031,412</b>	<b>241,741,753</b>	<b>243,471,557</b>	<b>245,219,827</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	833,173	835,604	827,837	839,848	853,899	868,394	883,349	898,779	914,701	931,132
Borrowings	27,402	29,567	31,902	34,423	37,142	40,076	43,243	46,659	50,345	54,322
Provisions	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,407,030</b>	<b>1,411,625</b>	<b>1,406,195</b>	<b>1,420,726</b>	<b>1,437,496</b>	<b>1,454,926</b>	<b>1,473,046</b>	<b>1,491,892</b>	<b>1,511,501</b>	<b>1,531,909</b>
<b>Non-Current Liabilities</b>										
Payables	32,247	32,353	32,301	32,377	32,466	32,557	32,652	32,750	32,850	32,954
Borrowings	938,668	909,101	877,199	842,776	805,634	765,558	722,315	675,656	625,311	570,989
Provisions	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,024,460</b>	<b>994,999</b>	<b>963,045</b>	<b>928,698</b>	<b>891,645</b>	<b>851,660</b>	<b>808,512</b>	<b>761,951</b>	<b>711,707</b>	<b>657,488</b>
<b>TOTAL LIABILITIES</b>	<b>2,431,490</b>	<b>2,406,624</b>	<b>2,369,239</b>	<b>2,349,424</b>	<b>2,329,141</b>	<b>2,306,585</b>	<b>2,281,558</b>	<b>2,253,843</b>	<b>2,223,207</b>	<b>2,189,398</b>
<b>Net Assets</b>	<b>227,894,575</b>	<b>229,403,207</b>	<b>231,034,417</b>	<b>232,676,612</b>	<b>234,343,595</b>	<b>236,034,871</b>	<b>237,749,854</b>	<b>239,487,909</b>	<b>241,248,349</b>	<b>243,030,429</b>
<b>EQUITY</b>										
Retained Earnings	220,577,575	222,086,207	223,717,417	225,359,612	227,026,595	228,717,871	230,432,854	232,170,909	233,931,349	235,713,429
Revaluation Reserves	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000
Council Equity Interest	227,894,575	229,403,207	231,034,417	232,676,612	234,343,595	236,034,871	237,749,854	239,487,909	241,248,349	243,030,429
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>227,894,575</b>	<b>229,403,207</b>	<b>231,034,417</b>	<b>232,676,612</b>	<b>234,343,595</b>	<b>236,034,871</b>	<b>237,749,854</b>	<b>239,487,909</b>	<b>241,248,349</b>	<b>243,030,429</b>

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2023										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Base 2										
OPTIMISTIC										
	2013/14	2014/15	2015/16	2016/17	Projected Years		2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	2,812,539	2,886,407	2,961,138	3,031,569	3,101,323	3,172,674	3,245,750	3,320,596	3,397,254	3,475,771
User Charges & Fees	135,929	135,032	138,748	142,469	145,245	148,106	151,070	154,119	157,255	160,482
Interest & Investment Revenue Received	226,381	217,269	219,174	218,555	218,459	218,409	218,365	218,325	218,288	218,256
Grants & Contributions	8,395,978	5,321,060	5,140,013	5,173,722	5,207,768	5,242,155	5,276,885	5,311,963	5,347,392	5,383,175
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,409,060	1,417,348	1,440,335	1,449,018	1,483,558	1,518,906	1,555,139	1,592,277	1,630,344	1,669,362
<b>Payments:</b>										
Employee Benefits & On-Costs	(1,510,745)	(1,552,043)	(1,588,261)	(1,622,078)	(1,656,741)	(1,692,270)	(1,728,687)	(1,766,014)	(1,804,275)	(1,843,492)
Materials & Contracts	(3,338,493)	(3,432,463)	(3,380,596)	(3,409,721)	(3,457,199)	(3,507,297)	(3,558,895)	(3,612,039)	(3,666,776)	(3,723,152)
Borrowing Costs	(73,780)	(71,773)	(69,609)	(67,273)	(64,752)	(62,033)	(59,099)	(55,933)	(52,516)	(48,830)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(970,938)	(1,001,306)	(1,034,334)	(1,065,364)	(1,100,654)	(1,137,317)	(1,175,419)	(1,215,031)	(1,256,228)	(1,299,088)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,085,932</b>	<b>3,919,531</b>	<b>3,826,606</b>	<b>3,850,897</b>	<b>3,877,006</b>	<b>3,901,334</b>	<b>3,925,110</b>	<b>3,948,262</b>	<b>3,970,739</b>	<b>3,992,484</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	151,345	216,504	284,524	294,454	294,689	294,689	294,689	294,689	294,689	294,689
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	46,800	46,800	17,600	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(6,759,324)	(3,890,175)	(4,311,920)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)
Purchase of Real Estate Assets	(305,000)	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,866,179)</b>	<b>(3,626,871)</b>	<b>(4,009,796)</b>	<b>(3,682,097)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-

<b>Payments:</b>										
Repayment of Borrowings & Advances	(25,394)	(27,402)	(29,567)	(31,902)	(34,423)	(37,142)	(40,076)	(43,243)	(46,659)	(50,345)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(25,394)</b>	<b>(27,402)</b>	<b>(29,567)</b>	<b>(31,902)</b>	<b>(34,423)</b>	<b>(37,142)</b>	<b>(40,076)</b>	<b>(43,243)</b>	<b>(46,659)</b>	<b>(50,345)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>194,358</b>	<b>265,258</b>	<b>(212,757)</b>	<b>136,898</b>	<b>160,721</b>	<b>182,330</b>	<b>203,172</b>	<b>223,158</b>	<b>242,218</b>	<b>260,277</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>7,313,185</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>
Cash & Cash Equivalents - end of the year	7,507,542	7,772,800	7,560,043	7,696,941	7,857,663	8,039,993	8,243,164	8,466,322	8,708,540	8,968,818
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>
<b>Representing:</b>										
- External Restrictions	3,024,443	3,137,618	3,246,742	3,351,462	3,451,401	3,546,155	3,635,295	3,718,362	3,794,865	3,864,280
- Internal Restrictions	3,154,719	3,220,719	3,053,919	3,232,719	3,358,519	3,484,319	3,610,119	3,735,919	3,861,719	3,987,519
- Unrestricted	1,328,380	1,414,463	1,259,382	1,112,760	1,047,743	1,009,519	997,750	1,012,041	1,051,956	1,117,019
	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>

KPI within LG Financial Health Check Guidelines	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>BASE 2 - OPTIMISTIC</b>										
Operational Result before capital Grants & Contributions	●	●	●	●	●	●	●	●	●	●
Unrestricted Current Ratio	●	●	●	●	●	●	●	●	●	●
Debt Service Ratio	●	●	●	●	●	●	●	●	●	●
Rates, Annual Charges, Interest & Extra Charges	●	●	●	●	●	●	●	●	●	●
Outstanding Percentage	●	●	●	●	●	●	●	●	●	●
Building & Infrastructure Renewals Ratio	●	●	●	●	●	●	●	●	●	●

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2022										
INCOME STATEMENT - CONSOLIDATED										
Scenario: Base 3										
CONSERVATIVE										
	2012/13	2013/14	2014/15	2015/16	Projected Years		2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	2,816,903	2,889,810	2,964,625	3,034,877	3,104,617	3,176,043	3,249,196	3,324,120	3,400,859	3,479,458
User Charges & Fees	133,687	136,289	141,046	143,799	146,596	149,517	152,522	155,612	158,791	162,062
Interest & Investment Revenue	228,689	218,796	218,904	219,014	219,125	219,238	219,353	219,469	219,588	219,708
Other Revenues	1,426,120	1,431,262	1,440,062	1,448,760	1,483,240	1,518,582	1,554,807	1,591,938	1,629,998	1,669,009
Grants & Contributions provided for Operating Purposes	5,127,752	5,107,808	5,141,196	5,174,917	5,208,975	5,243,373	5,278,116	5,313,206	5,348,647	5,384,443
Grants & Contributions provided for Capital Purposes	3,000,000	-	-	-	-	-	-	-	-	-
<b>Other Income:</b>										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>12,733,151</b>	<b>9,783,966</b>	<b>9,905,831</b>	<b>10,021,366</b>	<b>10,162,553</b>	<b>10,306,753</b>	<b>10,453,994</b>	<b>10,604,346</b>	<b>10,757,883</b>	<b>10,914,679</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	1,510,745	1,552,043	1,588,261	1,622,078	1,656,741	1,692,270	1,728,687	1,766,014	1,804,275	1,843,492
Borrowing Costs	73,780	71,773	69,609	67,273	64,752	62,033	59,099	55,933	52,516	48,830
Materials & Contracts	3,377,665	3,444,476	3,376,681	3,418,721	3,467,687	3,518,122	3,570,070	3,623,577	3,678,688	3,735,453
Depreciation & Amortisation	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736	2,205,736
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	970,938	1,001,306	1,034,334	1,065,364	1,100,654	1,137,317	1,175,419	1,215,031	1,256,228	1,299,088
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>8,138,864</b>	<b>8,275,334</b>	<b>8,274,621</b>	<b>8,379,172</b>	<b>8,495,570</b>	<b>8,615,477</b>	<b>8,739,011</b>	<b>8,866,291</b>	<b>8,997,443</b>	<b>9,132,600</b>
<b>Operating Result from Continuing Operations</b>	<b>4,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>1,594,287</b>	<b>1,508,632</b>	<b>1,631,210</b>	<b>1,642,194</b>	<b>1,666,983</b>	<b>1,691,276</b>	<b>1,714,983</b>	<b>1,738,056</b>	<b>1,760,440</b>	<b>1,782,080</b>

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2022										
BALANCE SHEET - CONSOLIDATED										
Scenario: Base 3										
CONSERVATIVE										
	2012/13	2013/14	2014/15	2015/16	Projected Years		2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	7,507,542	7,772,800	7,560,043	7,696,941	7,857,663	8,039,993	8,243,164	8,466,322	8,708,540	8,968,818
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	681,113	460,850	465,178	471,587	478,106	484,933	492,049	499,455	507,150	515,137
Inventories	1,468,017	1,470,871	1,467,473	1,469,163	1,471,167	1,473,230	1,475,356	1,477,545	1,479,800	1,482,123
Other	73,628	75,212	74,433	75,572	76,902	78,275	79,692	81,154	82,663	84,221
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>9,730,300</b>	<b>9,779,733</b>	<b>9,567,127</b>	<b>9,713,263</b>	<b>9,883,837</b>	<b>10,076,432</b>	<b>10,290,261</b>	<b>10,524,476</b>	<b>10,778,154</b>	<b>11,050,298</b>
<b>Non-Current Assets</b>										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	50,191	24,659	17,650	17,768	17,768	17,768	17,768	17,768	17,768	17,768
Inventories	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500	469,500
Infrastructure, Property, Plant & Equipment	219,995,074	221,454,939	223,268,379	224,744,505	226,220,631	227,696,757	229,172,883	230,649,009	232,125,135	233,601,261
Investments Accounted for using the equity method	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>220,595,765</b>	<b>222,030,098</b>	<b>223,836,529</b>	<b>225,312,773</b>	<b>226,788,899</b>	<b>228,265,025</b>	<b>229,741,151</b>	<b>231,217,277</b>	<b>232,693,403</b>	<b>234,169,529</b>
<b>TOTAL ASSETS</b>	<b>230,326,065</b>	<b>231,809,831</b>	<b>233,403,657</b>	<b>235,026,036</b>	<b>236,672,736</b>	<b>238,341,456</b>	<b>240,031,412</b>	<b>241,741,753</b>	<b>243,471,557</b>	<b>245,219,827</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	833,173	835,604	827,837	839,848	853,899	868,394	883,349	898,779	914,701	931,132
Borrowings	27,402	29,567	31,902	34,423	37,142	40,076	43,243	46,659	50,345	54,322
Provisions	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455	546,455
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,407,030</b>	<b>1,411,625</b>	<b>1,406,195</b>	<b>1,420,726</b>	<b>1,437,496</b>	<b>1,454,926</b>	<b>1,473,046</b>	<b>1,491,892</b>	<b>1,511,501</b>	<b>1,531,909</b>
<b>Non-Current Liabilities</b>										
Payables	32,247	32,353	32,301	32,377	32,466	32,557	32,652	32,750	32,850	32,954
Borrowings	938,668	909,101	877,199	842,776	805,634	765,558	722,315	675,656	625,311	570,989
Provisions	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545	53,545
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,024,460</b>	<b>994,999</b>	<b>963,045</b>	<b>928,698</b>	<b>891,645</b>	<b>851,660</b>	<b>808,512</b>	<b>761,951</b>	<b>711,707</b>	<b>657,488</b>
<b>TOTAL LIABILITIES</b>	<b>2,431,490</b>	<b>2,406,624</b>	<b>2,369,239</b>	<b>2,349,424</b>	<b>2,329,141</b>	<b>2,306,585</b>	<b>2,281,558</b>	<b>2,253,843</b>	<b>2,223,207</b>	<b>2,189,398</b>
<b>Net Assets</b>	<b>227,894,575</b>	<b>229,403,207</b>	<b>231,034,417</b>	<b>232,676,612</b>	<b>234,343,595</b>	<b>236,034,871</b>	<b>237,749,854</b>	<b>239,487,909</b>	<b>241,248,349</b>	<b>243,030,429</b>
<b>EQUITY</b>										
Retained Earnings	220,577,575	222,086,207	223,717,417	225,359,612	227,026,595	228,717,871	230,432,854	232,170,909	233,931,349	235,713,429
Revaluation Reserves	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000	7,317,000
Council Equity Interest	227,894,575	229,403,207	231,034,417	232,676,612	234,343,595	236,034,871	237,749,854	239,487,909	241,248,349	243,030,429
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>227,894,575</b>	<b>229,403,207</b>	<b>231,034,417</b>	<b>232,676,612</b>	<b>234,343,595</b>	<b>236,034,871</b>	<b>237,749,854</b>	<b>239,487,909</b>	<b>241,248,349</b>	<b>243,030,429</b>



Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2022										
CASH FLOW STATEMENT - CONSOLIDATED										
Scenario: Base 3										
CONSERVATIVE										
	2012/13	2013/14	2014/15	2015/16	Projected Years		2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	2,812,539	2,886,407	2,961,138	3,031,569	3,101,323	3,172,674	3,245,750	3,320,596	3,397,254	3,475,771
User Charges & Fees	135,929	135,032	138,748	142,469	145,245	148,106	151,070	154,119	157,255	160,482
Interest & Investment Revenue Received	226,381	217,269	219,174	218,555	218,459	218,409	218,365	218,325	218,288	218,256
Grants & Contributions	8,395,978	5,321,060	5,140,013	5,173,722	5,207,768	5,242,155	5,276,885	5,311,963	5,347,392	5,383,175
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,409,060	1,417,348	1,440,335	1,449,018	1,483,558	1,518,906	1,555,139	1,592,277	1,630,344	1,669,362
<b>Payments:</b>										
Employee Benefits & On-Costs	(1,510,745)	(1,552,043)	(1,588,261)	(1,622,078)	(1,656,741)	(1,692,270)	(1,728,687)	(1,766,014)	(1,804,275)	(1,843,492)
Materials & Contracts	(3,338,493)	(3,432,463)	(3,380,596)	(3,409,721)	(3,457,199)	(3,507,297)	(3,558,895)	(3,612,039)	(3,666,776)	(3,723,152)
Borrowing Costs	(73,780)	(71,773)	(69,609)	(67,273)	(64,752)	(62,033)	(59,099)	(55,933)	(52,516)	(48,830)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(970,938)	(1,001,306)	(1,034,334)	(1,065,364)	(1,100,654)	(1,137,317)	(1,175,419)	(1,215,031)	(1,256,228)	(1,299,088)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,085,932</b>	<b>3,919,531</b>	<b>3,826,606</b>	<b>3,850,897</b>	<b>3,877,006</b>	<b>3,901,334</b>	<b>3,925,110</b>	<b>3,948,262</b>	<b>3,970,739</b>	<b>3,992,484</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	151,345	216,504	284,524	294,454	294,689	294,689	294,689	294,689	294,689	294,689
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	46,800	46,800	17,600	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(6,759,324)	(3,890,175)	(4,311,920)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)	(3,976,551)
Purchase of Real Estate Assets	(305,000)	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(6,866,179)</b>	<b>(3,626,871)</b>	<b>(4,009,796)</b>	<b>(3,682,097)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>	<b>(3,681,862)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-

<b>Payments:</b>											
Repayment of Borrowings & Advances	(25,394)	(27,402)	(29,567)	(31,902)	(34,423)	(37,142)	(40,076)	(43,243)	(46,659)	(50,345)	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(25,394)</b>	<b>(27,402)</b>	<b>(29,567)</b>	<b>(31,902)</b>	<b>(34,423)</b>	<b>(37,142)</b>	<b>(40,076)</b>	<b>(43,243)</b>	<b>(46,659)</b>	<b>(50,345)</b>	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>194,358</b>	<b>265,258</b>	<b>(212,757)</b>	<b>136,898</b>	<b>160,721</b>	<b>182,330</b>	<b>203,172</b>	<b>223,158</b>	<b>242,218</b>	<b>260,277</b>	
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>7,313,185</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>	
Cash & Cash Equivalents - end of the year	7,507,542	7,772,800	7,560,043	7,696,941	7,857,663	8,039,993	8,243,164	8,466,322	8,708,540	8,968,818	
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>	
<b>Representing:</b>											
- External Restrictions	3,024,443	3,137,618	3,246,742	3,351,462	3,451,401	3,546,155	3,635,295	3,718,362	3,794,865	3,864,280	
- Internal Restrictions	3,154,719	3,220,719	3,053,919	3,232,719	3,358,519	3,484,319	3,610,119	3,735,919	3,861,719	3,987,519	
- Unrestricted	1,328,380	1,414,463	1,259,382	1,112,760	1,047,743	1,009,519	997,750	1,012,041	1,051,956	1,117,019	
	<b>7,507,542</b>	<b>7,772,800</b>	<b>7,560,043</b>	<b>7,696,941</b>	<b>7,857,663</b>	<b>8,039,993</b>	<b>8,243,164</b>	<b>8,466,322</b>	<b>8,708,540</b>	<b>8,968,818</b>	

KPI within LG Financial Health Check Guidelines <b>BASE 3 - CONSERVATIVE</b>	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Operational Result before capital Grants & Contributions	●	●	●	●	●	●	●	●	●	●
Unrestricted Current Ratio	●	●	●	●	●	●	●	●	●	●
Debt Service Ratio	●	●	●	●	●	●	●	●	●	●
Rates, Annual Charges, Interest & Extra Charges	●	●	●	●	●	●	●	●	●	●
Outstanding Percentage	●	●	●	●	●	●	●	●	●	●
Building & Infrastructure Renewals Ratio	●	●	●	●	●	●	●	●	●	●