



CLARE & GILBERT VALLEYS COUNCIL

LONG TERM FINANCIAL PLAN

2017/18 to 2026/27

1 Contents

| | | |
|---|---|---|
| 2 | LONG TERM FINANCIAL PLANNING DEFINED | 3 |
| | 2.1 Purpose..... | 3 |
| | 2.2 Legislative Requirements | 3 |
| 3 | ASSUMPTIONS..... | 3 |
| | 3.1 General Assumptions | 3 |
| | 3.1.1 Nominal Values..... | 3 |
| | 3.1.2 CPI..... | 3 |
| | 3.2 Rate Revenue | 3 |
| | 3.2.1 General Rates | 3 |
| | 3.2.2 NRM levy and Service Charges | 4 |
| | 3.3 Grant Revenue..... | 4 |
| | 3.4 Investment Income | 4 |
| | 3.4.1 Interest earned on cash balances & term deposits..... | 4 |
| | 3.4.2 Interest from loans given to community groups..... | 4 |
| | 3.5 Employee Costs | 4 |
| | 3.6 Depreciation..... | 4 |
| | 3.7 Other Costs..... | 5 |
| | 3.8 Capital Expenditure | 5 |
| | 3.9 Borrowings and Finance Costs | 5 |
| 4 | FINANCIAL SUSTAINABILITY | 5 |
| | 4.1 Operating Surplus Ratio | 5 |
| | 4.2 Net Financial Liabilities Ratio | 6 |
| | 4.3 Asset Sustainability Ratio | 7 |
| 5 | CLARE & GILBERT VALLEYS COUNCIL LONG TERM FINANCIAL PLAN..... | 8 |

2 LONG TERM FINANCIAL PLANNING DEFINED

2.1 Purpose

The Long Term Financial Plan (LTFP) is prepared to guide the future direction of Council in a sustainable manner and links with Council's objectives, goals and desired outcomes in financial terms.

It provides a guideline for future action and discloses the potential impact that decisions made today may have on Council's long-term sustainability.

The preparation of this Plan forms the basis for identifying and quantifying service level standards and the future investment requirements to adequately maintain Council's infrastructure and asset portfolio.

2.2 Legislative Requirements

The Local Government Act 1999 requires Council to develop and adopt a LTFP covering a period of at least 10 years. This forms part of Council's suite of strategic plans that also include its Strategic Plan 2020 (adopted March 2016) and draft Asset Management Plan (awaiting adoption.)

The Council is required to review the LTFP annually as soon as possible after the adoption of its annual business plan and undertake a comprehensive review of its strategic management plans including LTFP within 2 years after each general election.

3 ASSUMPTIONS

3.1 General Assumptions

3.1.1 Nominal Values

All income and expenditure have been stated at their nominal value.

3.1.2 CPI

Unless known not to be indexed, all income and expenditure is indexed for inflation at 2% based upon the SA LG Price Index for the March 2017 quarter.

3.2 Rate Revenue

3.2.1 General Rates

To fund the operations of the council including the ongoing management and improvement of its vast infrastructure network will require an average annual rate increase over the 10-year period of 3.59 % plus growth of 1%.

| 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 3.9% | 6.0% | 6.0% | 6.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |

Even though there is a possibility that rate capping may be applied to Council's within South Australia, the Council believes that these rate increases are warranted to continue adequate service levels to its community and would request that consideration be given to allow the rate increase. If this was not granted the LTFP would be reviewed at that time.

Council's general operations have been maintained over the life of the LTFP, with very little change. The latest version of Council's Asset Management Plan (currently in draft and awaiting adoption) does highlight the additional investment required by Council compared to its current level of spending, therefore requiring ongoing rate increases.

- 3.2.2 NRM levy and Service Charges
Increased by CPI only.

3.3 Grant Revenue

Grant revenue has been assumed to remain consistent with the 2016/17 financial year for general purpose and other ongoing funding. It has been assumed that Roads to Recovery (or something similar) will continue for the duration of the LTFP. All other grants are included based on their current funding agreements.

3.4 Investment Income

- 3.4.1 Interest earned on cash balances & term deposits
Interest is calculated by multiplying the available cash at 30 June by the assumed interest rate which is 2% for the life of this plan.
- 3.4.2 Interest from loans given to community groups.
Interest is calculated based on the loan schedule.

3.5 Employee Costs

In the 2017/18 financial year Council has committed to including three (3) new positions within the Works and Infrastructure area. These are;

- Technical Services Officer
- Gardener
- CWMS Officer

No other increases in staffing levels are anticipated over the term of the LTFP. Employee costs have been indexed annually by CPI.

3.6 Depreciation

Depreciation is calculated based on current valuation data to determine fair value and useful life allowing for changes in prices. Additional depreciation is included for asset acquisitions made over the life of the plan.

3.7 Other Costs

Other costs have been indexed annually by CPI.

3.8 Capital Expenditure

Renewal/replacement and new/upgrade capital expenditure within the LTFFP is based upon spending contained within Council's draft Asset Management Plan.

Council will be required to take out additional borrowings to fund some new and upgrade capital expenditure as it does not have the cash reserves available over the life of the plan.

Over the ten-year period covered by the plan Council will spend \$47.6 million on replacement and renewal on its existing asset inventory and \$29.7 million on new or upgrading assets.

3.9 Borrowings and Finance Costs

Council will be required to take an additional borrowings of \$3million within this LTFFP. The following table details the levels of borrowings and related interest rates for each year.

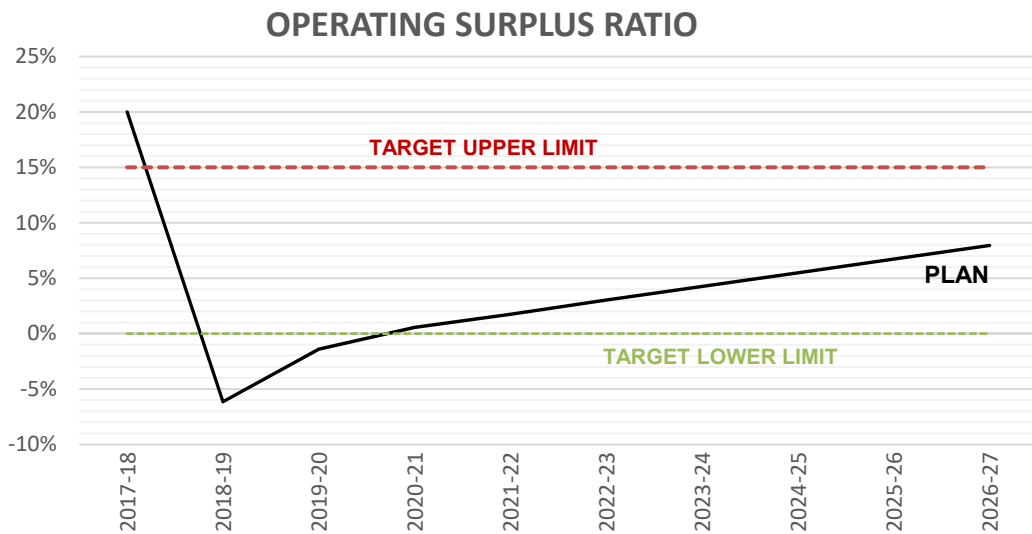
| Year | Total Outstanding 30 June (\$'000) | Weighted Average Interest Rate |
|-----------|------------------------------------|--------------------------------|
| 2017/2018 | 5,972 | 7.01% |
| 2018/2019 | 5,808 | 7.16% |
| 2019/2020 | 5,681 | 7.36% |
| 2020/2021 | 5,600 | 7.67% |
| 2021/2022 | 5,075 | 7.75% |
| 2022/2023 | 4,736 | 7.76% |
| 2023/2024 | 4,413 | 7.76% |
| 2024/2025 | 4,072 | 7.77% |
| 2025/2026 | 3,713 | 7.77% |
| 2026/2027 | 3,336 | 7.77% |

4 FINANCIAL SUSTAINABILITY

4.1 Operating Surplus Ratio

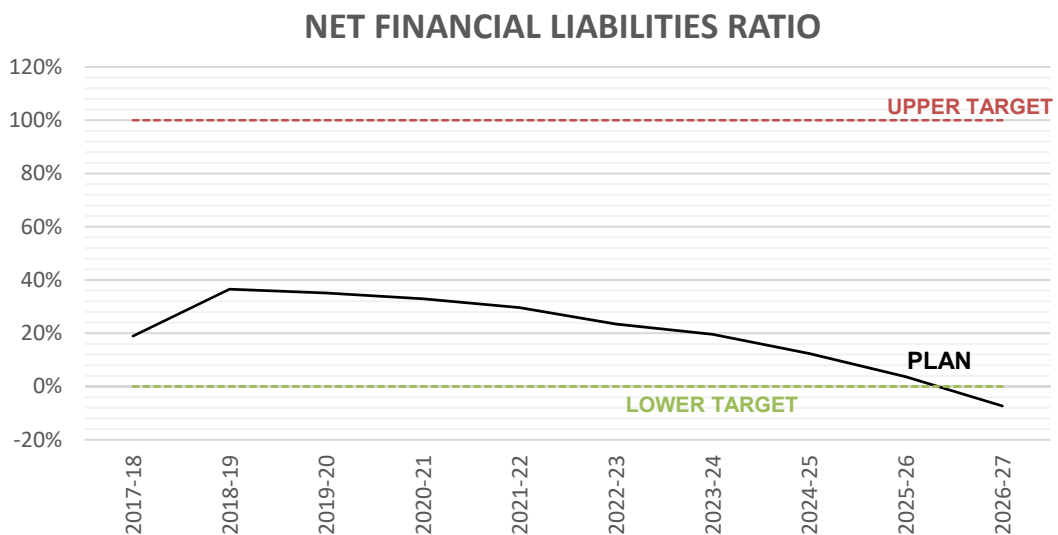
An operating surplus (or deficit) arises when operating income exceeds (or is less than) operating expenses for a period (usually a year). Over time Council will be financially sustainable its expenses are less than income. The Operating Surplus Ratio expresses the surplus (or deficit) as a percentage of total operating income.

Council is working towards operating at a continuing small surplus over the long term. Moving past the term of the LTFFP Council will only require rate increases similar to inflation, unless additional services or increased service levels are required.



4.2 Net Financial Liabilities Ratio

Net Financial Liabilities is equal to Council’s total liabilities less its financial assets providing information on Council’s overall indebtedness. The Net Financial Liabilities Ratio expresses Net Financial Liabilities as a percentage of total operating income.

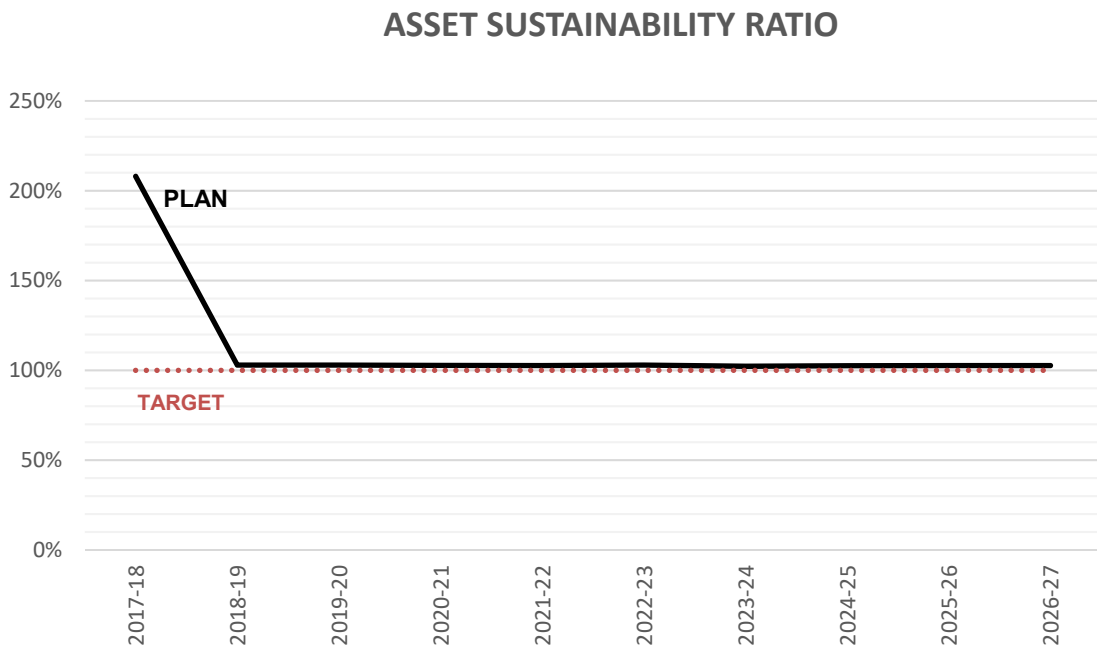


As Council is required to take out new borrowings there is an initial increase however over the term of the plan, it reduces its Net Financial Liabilities close to 0%. To do this however Council has committed to rate increases as set out in the rates section of this document

4.3 Asset Sustainability Ratio

The Asset Sustainability Ratio expresses the total funds expended on asset replacement and renewal as a percentage of asset replacement and renewal identified as warranted in Council’s draft Asset Management Plan.

Council will commit to undertaking the renewal and replacement of its infrastructure and other assets at the optimum time to achieve the service levels it has agreed to within its draft Asset Management Plan over the period of the LTFP.



5 CLARE & GILBERT VALLEYS COUNCIL LONG TERM FINANCIAL PLAN

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | DRAFT BUDGET | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |

| | | | | | | | | | | |
|--|------|-------|-------|-------|------|------|------|------|------|------|
| LOANS INCLUDED | - | 1,000 | 1,000 | 1,000 | - | - | - | - | - | - |
| TOTAL RATE INCREASE INCLUDED: (including estimated growth) | 3.9% | 6.0% | 6.0% | 6.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |

STATUTORY SUMMARY

| | | | | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Operating revenues | 20,711 | 16,004 | 16,937 | 17,635 | 18,233 | 18,853 | 19,497 | 20,167 | 20,862 | 21,583 |
| /less Operating expenses | (16,571) | (16,988) | (17,175) | (17,537) | (17,915) | (18,283) | (18,667) | (19,060) | (19,460) | (19,865) |
| Operating Surplus / (Deficit) Before Capital Amounts | 4,140 | (984) | (238) | 98 | 319 | 571 | 830 | 1,107 | 1,403 | 1,718 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital expenditure on renewal/replacement of existing assets (net of assets free of charge) | (12,638) | (3,940) | (3,504) | (3,782) | (3,818) | (3,519) | (4,570) | (3,971) | (3,938) | (3,939) |
| /less Proceeds from sale of replaced assets | 189 | 381 | 291 | 350 | 331 | 217 | 517 | 252 | 218 | 389 |
| /less Depreciation, amortisation & impairment | 4,811 | 5,150 | 5,332 | 5,485 | 5,641 | 5,799 | 5,959 | 6,121 | 6,286 | 6,452 |
| Net (Outlays) on Existing Assets | (7,638) | 1,592 | 2,119 | 2,054 | 2,154 | 2,496 | 1,906 | 2,401 | 2,565 | 2,903 |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital expenditure on new/upgraded assets | (10,162) | (2,530) | (1,978) | (2,019) | (2,060) | (2,102) | (2,145) | (2,188) | (2,233) | (2,279) |
| /less Proceeds from sale of surplus assets | - | - | - | - | - | - | - | - | - | - |
| /less Amounts received specifically for new or upgraded assets | 9,301 | - | - | - | - | - | - | - | - | - |
| Net (Outlays) on New and Upgraded Assets | (861) | (2,530) | (1,978) | (2,019) | (2,060) | (2,102) | (2,145) | (2,188) | (2,233) | (2,279) |
| Equals: Net Lending / (Borrowing) for Financial Year | (4,359) | (1,923) | (97) | 133 | 412 | 965 | 591 | 1,320 | 1,734 | 2,342 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | DRAFT BUDGET | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |

| KEY FINANCIAL INDICATORS | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
| Operating Surplus / (Deficit) - \$'000 | 4,140 | (984) | (238) | 98 | 319 | 571 | 830 | 1,107 | 1,403 | 1,718 |
| Operating Surplus Ratio - % | 20% | -6% | -1% | 1% | 2% | 3% | 4% | 5% | 7% | 8% |
| TARGET: Between 0% and 15% over 5 year period | | | | | | | | | | |
| Net Financial Liabilities - \$'000 | 3,924 | 5,847 | 5,944 | 5,811 | 5,399 | 4,417 | 3,822 | 2,498 | 761 | (1,581) |
| Net Financial Liabilities Ratio - % | 19% | 37% | 35% | 33% | 30% | 23% | 20% | 12% | 4% | -7% |
| TARGET: Greater than 0% and less than 100% | | | | | | | | | | |
| Asset Sustainability Ratio - % | 208% | 103% | 103% | 103% | 103% | 103% | 102% | 103% | 103% | 103% |
| TARGET: Greater than 90% less than 100% over 3 year period | | | | | | | | | | |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | DRAFT BUDGET | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

| | | | | | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| INCOME (1) | | | | | | | | | | |
| Rates | 12,615 | 13,280 | 13,990 | 14,740 | 15,285 | 15,850 | 16,437 | 17,046 | 17,679 | 18,336 |
| Statutory charges | 226 | 230 | 235 | 239 | 244 | 249 | 254 | 259 | 264 | 270 |
| User charges | 733 | 748 | 763 | 778 | 794 | 810 | 826 | 842 | 859 | 876 |
| Grants, subsidies and contributions | 6,875 | 1,503 | 1,749 | 1,677 | 1,710 | 1,744 | 1,779 | 1,815 | 1,851 | 1,880 |
| Investment Income | 104 | 74 | 30 | 23 | 21 | 16 | 27 | 33 | 54 | 83 |
| Reimbursements | 98 | 100 | 102 | 104 | 106 | 108 | 110 | 113 | 115 | 117 |
| Other Income | 59 | 69 | 69 | 74 | 73 | 76 | 64 | 59 | 40 | 20 |
| Total Income | 20,711 | 16,004 | 16,937 | 17,635 | 18,233 | 18,853 | 19,497 | 20,167 | 20,862 | 21,583 |
| EXPENSES | | | | | | | | | | |
| Employee costs | 4,067 | 4,148 | 4,231 | 4,315 | 4,402 | 4,490 | 4,580 | 4,671 | 4,765 | 4,860 |
| Materials, contracts & other expenses | 7,223 | 7,289 | 7,243 | 7,390 | 7,540 | 7,693 | 7,848 | 8,007 | 8,170 | 8,335 |
| Finance costs | 470 | 400 | 369 | 347 | 332 | 302 | 281 | 261 | 240 | 217 |
| Depreciation, amortisation & impairment | 4,811 | 5,150 | 5,332 | 5,485 | 5,641 | 5,799 | 5,959 | 6,121 | 6,286 | 6,452 |
| Total Expenses | 16,571 | 16,988 | 17,175 | 17,537 | 17,915 | 18,283 | 18,667 | 19,060 | 19,460 | 19,865 |

| | | | | | | | | | | |
|--|---------------|--------------|--------------|-----------|------------|------------|------------|--------------|--------------|--------------|
| OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS | 4,140 | (984) | (238) | 98 | 319 | 571 | 830 | 1,107 | 1,403 | 1,718 |
| Asset Disposal & fair value adjustments | (274) | - | - | - | - | - | - | - | - | - |
| Amounts received specifically for new or upgraded assets | 9,301 | - | - | - | - | - | - | - | - | - |
| Physical resources received free of charge | - | - | - | - | - | - | - | - | - | - |
| NET SURPLUS/(DEFICIT) transferred to Equity Statement | 13,167 | (984) | (238) | 98 | 319 | 571 | 830 | 1,107 | 1,403 | 1,718 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | DRAFT BUDGET | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |

ESTIMATED BALANCE SHEET

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & cash equivalents | 2,507 | 481 | 320 | 439 | 397 | 1,098 | 1,431 | 2,482 | 3,932 | 5,977 |
| Trade & other receivables | 1,023 | 1,044 | 1,065 | 1,086 | 1,108 | 1,123 | 1,099 | 1,071 | 1,038 | 998 |
| Other Financial Assets | 257 | 262 | 267 | 273 | 278 | 284 | 289 | 295 | 301 | 307 |
| Inventories | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 | 209 |
| Total Current Assets | 3,997 | 1,996 | 1,861 | 2,007 | 1,992 | 2,714 | 3,029 | 4,057 | 5,480 | 7,491 |
| Non-current Assets | | | | | | | | | | |
| Financial Assets | 240 | 193 | 144 | 92 | 36 | - | - | - | - | - |
| Infrastructure, property, plant & equipment | 178,986 | 183,684 | 187,400 | 191,301 | 195,224 | 198,930 | 203,346 | 207,403 | 211,427 | 215,243 |
| Other Non-current assets | 152 | 152 | 152 | 152 | 152 | 152 | 152 | 152 | 152 | 152 |
| Total Non-current Assets | 179,378 | 184,028 | 187,696 | 191,544 | 195,412 | 199,081 | 203,498 | 207,555 | 211,579 | 215,395 |
| Total Assets | 183,374 | 186,024 | 189,557 | 193,551 | 197,403 | 201,795 | 206,527 | 211,612 | 217,059 | 222,887 |

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Trade & other payables | 744 | 759 | 774 | 790 | 805 | 822 | 838 | 855 | 872 | 889 |
| Borrowings | 1,164 | 1,127 | 1,081 | 526 | 339 | 323 | 341 | 360 | 377 | 400 |
| Short-term provisions | 1,164 | 1,187 | 1,211 | 1,235 | 1,260 | 1,285 | 1,310 | 1,337 | 1,363 | 1,391 |
| Total Current Liabilities | 3,072 | 3,072 | 3,066 | 2,550 | 2,404 | 2,429 | 2,489 | 2,551 | 2,612 | 2,680 |
| Non-current Liabilities | | | | | | | | | | |
| Long-term borrowings | 4,808 | 4,681 | 4,600 | 5,075 | 4,736 | 4,413 | 4,072 | 3,713 | 3,336 | 2,936 |
| Long-term provisions | 71 | 73 | 74 | 76 | 77 | 79 | 80 | 82 | 84 | 85 |
| Other non-current liabilities (MNCPN Liability) | 215 | 215 | 215 | 215 | 215 | 215 | 215 | 215 | 215 | 215 |
| Total Non-current Liabilities | 5,094 | 4,969 | 4,889 | 5,365 | 5,028 | 4,706 | 4,367 | 4,010 | 3,635 | 3,236 |
| Total Liabilities | 8,166 | 8,041 | 7,955 | 7,915 | 7,432 | 7,136 | 6,856 | 6,560 | 6,246 | 5,916 |

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| NET ASSETS | 175,209 | 177,983 | 181,602 | 185,636 | 189,971 | 194,659 | 199,670 | 205,052 | 210,812 | 216,970 |
| EQUITY | | | | | | | | | | |
| Accumulated Surplus | 25,871 | 24,643 | 24,046 | 23,776 | 23,717 | 23,900 | 24,332 | 25,031 | 26,014 | 27,290 |
| Asset Revaluation Reserve | 143,651 | 147,410 | 151,267 | 155,202 | 159,220 | 163,319 | 167,497 | 171,767 | 176,123 | 180,563 |
| Other Reserves | 5,687 | 5,930 | 6,289 | 6,657 | 7,034 | 7,422 | 7,820 | 8,228 | 8,648 | 9,090 |
| TOTAL EQUITY | 175,209 | 177,983 | 181,602 | 185,636 | 189,971 | 194,642 | 199,649 | 205,026 | 210,785 | 216,942 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | DRAFT BUDGET | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |

| ESTIMATED STATEMENT OF CHANGES IN EQUITY | | | | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| ACCUMULATED SURPLUS | | | | | | | | | | |
| Balance at end of previous reporting period | 10,262 | 25,977 | 24,643 | 24,046 | 23,776 | 23,717 | 23,900 | 24,332 | 25,031 | 26,014 |
| Net result for year | 13,167 | (984) | (238) | 98 | 319 | 571 | 830 | 1,107 | 1,403 | 1,718 |
| Transfers to other reserves | 2,548 | (349) | (359) | (368) | (378) | (388) | (398) | (408) | (419) | (442) |
| Balance at end of period | 25,977 | 24,643 | 24,046 | 23,776 | 23,717 | 23,900 | 24,332 | 25,031 | 26,014 | 27,290 |
| ASSET REVALUATION RESERVE | | | | | | | | | | |
| Balance at end of previous reporting period | 143,651 | 143,651 | 147,410 | 151,267 | 155,202 | 159,220 | 163,319 | 167,497 | 171,767 | 176,123 |
| Gain on revaluation of infrastructure, property, plant & equipment | - | 3,759 | 3,857 | 3,935 | 4,017 | 4,100 | 4,178 | 4,270 | 4,355 | 4,440 |
| Impairment expense offset to reserve | - | | | | | | | | | |
| Balance at End of Period | 143,651 | 147,410 | 151,267 | 155,202 | 159,220 | 163,319 | 167,497 | 171,767 | 176,123 | 180,563 |
| OTHER RESERVES (3) | | | | | | | | | | |
| Balance at end of previous reporting period | 8,129 | 5,581 | 5,930 | 6,289 | 6,657 | 7,034 | 7,422 | 7,820 | 8,228 | 8,648 |
| Transfers from Accumulated Surplus | (2,548) | 349 | 359 | 368 | 378 | 388 | 398 | 408 | 419 | 442 |
| Balance at End of Period | 5,581 | 5,930 | 6,289 | 6,657 | 7,034 | 7,422 | 7,820 | 8,228 | 8,648 | 9,090 |
| TOTAL EQUITY AT END OF REPORTING PERIOD | 175,209 | 177,983 | 181,602 | 185,636 | 189,971 | 194,642 | 199,649 | 205,026 | 210,785 | 216,942 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | DRAFT BUDGET | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |

| ESTIMATED CASH FLOW STATEMENT | | | | | | | | | | |
|---|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | | | | |
| <u>Receipts</u> | | | | | | | | | | |
| Operating receipts | 20,607 | 15,910 | 16,887 | 17,592 | 18,191 | 18,815 | 19,455 | 20,158 | 20,837 | 21,534 |
| Investment receipts | 104 | 74 | 30 | 23 | 21 | 16 | 27 | 33 | 54 | 83 |
| <u>Payments</u> | | | | | | | | | | |
| Operating payments to suppliers and employees | (11,223) | (11,403) | (11,439) | (11,670) | (11,905) | (12,145) | (12,390) | (12,640) | (12,895) | (13,155) |
| Finance payments | (470) | (400) | (369) | (347) | (332) | (302) | (281) | (261) | (240) | (217) |
| Net Cash Provided by (or used in) Operating Activities | 9,017 | 4,180 | 5,108 | 5,598 | 5,974 | 6,384 | 6,811 | 7,291 | 7,757 | 8,245 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | | | |
| <u>Receipts</u> | | | | | | | | | | |
| Amounts specifically for new or upgraded assets | 9,301 | - | - | - | - | - | - | - | - | - |
| Sale of replaced assets | 189 | 381 | 291 | 350 | 331 | 217 | 517 | 252 | 218 | 389 |
| Sale of surplus assets | - | - | - | - | - | - | - | - | - | - |
| Net disposal of investment securities | | | | | | | | | | |
| Repayments of loans by community groups | 47 | 47 | 49 | 52 | 56 | 60 | 43 | 9 | 7 | 5 |
| <u>Payments</u> | | | | | | | | | | |
| Expenditure on renewal/replacement of assets | (12,638) | (3,940) | (3,504) | (3,782) | (3,818) | (3,519) | (4,570) | (3,971) | (3,938) | (3,939) |
| Expenditure on new/upgraded assets | (10,162) | (2,530) | (1,978) | (2,019) | (2,060) | (2,102) | (2,145) | (2,188) | (2,233) | (2,279) |
| Capital contributed to associated entities | | | | | | | | | | |
| Net Cash Provided by (or used in) Investing Activities | (13,264) | (6,042) | (5,142) | (5,398) | (5,491) | (5,344) | (6,155) | (5,899) | (5,947) | (5,823) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | |
| <u>Receipts</u> | | | | | | | | | | |
| Proceeds from Borrowings | - | 1,000 | 1,000 | 1,000 | - | - | - | | | |
| Proceeds from Trust Monies | | | | | | | | | | |
| <u>Payments</u> | | | | | | | | | | |
| Repayments of borrowings | (1,095) | (1,164) | (1,127) | (1,081) | (526) | (339) | (323) | (341) | (360) | (377) |
| Net Cash Provided by (or used in) Financing Activities | (1,095) | (164) | (127) | (81) | (526) | (339) | (323) | (341) | (360) | (377) |
| Net Increase (Decrease) in Cash Held | (5,342) | (2,027) | (161) | 119 | (42) | 701 | 334 | 1,051 | 1,450 | 2,045 |
| Cash & Cash Equivalents at Beginning of Period | 7,849 | 2,507 | 480 | 319 | 438 | 396 | 1,097 | 1,431 | 2,481 | 3,931 |
| Cash & Cash Equivalents at End of Period | 2,507 | 480 | 319 | 438 | 396 | 1,097 | 1,431 | 2,481 | 3,931 | 5,977 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | DRAFT BUDGET | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan | Plan |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| UNIFORM PRESENTATION OF FINANCES | | | | | | | | | | |
| Operating Revenues | 20,711 | 16,004 | 16,937 | 17,635 | 18,233 | 18,853 | 19,497 | 20,167 | 20,862 | 21,583 |
| /less Operating Expenses | (16,571) | (16,988) | (17,175) | (17,537) | (17,915) | (18,283) | (18,667) | (19,060) | (19,460) | (19,865) |
| Operating Surplus / (Deficit) Before Capital Amounts | 4,140 | (984) | (238) | 98 | 319 | 571 | 830 | 1,107 | 1,403 | 1,718 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital expenditure on renewal/replacement of existing assets | (12,639) | (3,940) | (3,504) | (3,782) | (3,818) | (3,519) | (4,570) | (3,971) | (3,938) | (3,939) |
| /less Proceeds from sale of replaced assets | 189 | 381 | 291 | 350 | 331 | 217 | 517 | 252 | 218 | 389 |
| /less Depreciation, amortisation & impairment | 4,811 | 5,150 | 5,332 | 5,485 | 5,641 | 5,799 | 5,959 | 6,121 | 6,286 | 6,452 |
| Net Outlays on Existing Assets | (7,639) | 1,592 | 2,119 | 2,054 | 2,154 | 2,496 | 1,906 | 2,401 | 2,565 | 2,903 |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital expenditure on new/upgraded assets | (10,162) | (2,530) | (1,978) | (2,019) | (2,060) | (2,102) | (2,145) | (2,188) | (2,233) | (2,279) |
| /less Proceeds from sale of surplus assets | 9,301 | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | (861) | (2,530) | (1,978) | (2,019) | (2,060) | (2,102) | (2,145) | (2,188) | (2,233) | (2,279) |
| Equals: Net Lending / (Borrowing) for Financial Year | (4,360) | (1,923) | (97) | 133 | 412 | 965 | 591 | 1,320 | 1,734 | 2,342 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|

| | | | | | | | | | | |
|--|------|-------|-------|-------|------|------|------|------|------|------|
| LOANS INCLUDED | - | 1,000 | 1,000 | 1,000 | - | - | - | - | - | - |
| TOTAL RATE INCREASE INCLUDED: (including estimated growth) | 3.9% | 6.0% | 6.0% | 6.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |

BUSINESS UNDERTAKINGS

Caravan Parks
Community Wastewater Management Systems - Clare, Riverton & Saddleworth

| | | | | | | | | | | |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Operating Revenues | (1,546) | (1,577) | (1,608) | (1,640) | (1,673) | (1,707) | (1,741) | (1,776) | (1,811) | (1,847) |
| Operating Expenses | | | | | | | | | | |
| <i>Interest on Loans</i> | 38 | 37 | 36 | 34 | 32 | 31 | 29 | 27 | 24 | 11 |
| <i>Other</i> | 1,043 | 1,072 | 1,094 | 1,115 | 1,138 | 1,160 | 1,184 | 1,207 | 1,231 | 1,256 |
| <i>Full Cost Attribution</i> | 136 | 139 | 142 | 145 | 147 | 150 | 153 | 156 | 160 | 163 |
| | (328) | (329) | (337) | (346) | (356) | (365) | (375) | (385) | (396) | (418) |

| | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 364 | 51 | - | 5 | - | - | - | - | - | - |
| less Proceeds from Sale of Replaced Assets | - | | | | | | | | | |
| less Depreciation, Amortisation & Impairment | (272) | (285) | (291) | (297) | (303) | (309) | (315) | (321) | (328) | (334) |

| | | | | | | | | | | |
|---------------------------------------|----|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Net Outlays on Existing Assets | 92 | (234) | (291) | (291) | (303) | (309) | (315) | (321) | (328) | (334) |
|---------------------------------------|----|-------|-------|-------|-------|-------|-------|-------|-------|-------|

| | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | 494 | 439 | 156 | 159 | 162 | 166 | 169 | 172 | 176 | 179 |
| less Proceeds from Sale of Surplus Assets | - | | | | | | | | | |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Net Outlays on New and Upgraded Assets | 494 | 439 | 156 | 159 | 162 | 166 | 169 | 172 | 176 | 179 |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|

| | | | | | | | | | | |
|---|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Equals: Net (Lending) / Borrowing for Financial Year | 258 | (124) | (472) | (479) | (496) | (508) | (521) | (534) | (547) | (573) |
|---|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|

| COMMUNITY SERVICES | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Public Order and Safety - Emergency Services, Other Fire Protection and Other Public Order and Safety | | | | | | | | | | |
| Health Services - Immunisation, Preventive Health Services and Other Health Services | | | | | | | | | | |
| Community Support - Elderly Citizens Facilities, Other Services for the Aged and Disabled, Children and Youth Services, Community Assistance, Community Transport & Other | | | | | | | | | | |
| Community Amenities - Cemeteries, Public Conveniences, Car Parking (non-fee-paying), and Other Community Amenities | | | | | | | | | | |
| Operating Revenues | (334) | (341) | (348) | (355) | (362) | (369) | (377) | (384) | (392) | (400) |
| Operating Expenses | | | | | | | | | | |
| <i>Interest on Loans</i> | 31 | 27 | 28 | 30 | 32 | 29 | 28 | 26 | 24 | 23 |
| <i>Other</i> | 1,676 | 1,710 | 1,744 | 1,779 | 1,814 | 1,851 | 1,888 | 1,925 | 1,964 | 2,003 |
| <i>Full Cost Attribution</i> | 182 | 185 | 189 | 193 | 197 | 201 | 205 | 209 | 213 | 217 |
| Operating (Surplus) / Deficit Before Capital Amounts | 1,554 | 1,581 | 1,613 | 1,647 | 1,681 | 1,711 | 1,743 | 1,776 | 1,809 | 1,843 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 161 | 425 | 169 | 303 | 305 | 284 | 289 | 324 | 301 | 307 |
| less Proceeds from Sale of Replaced Assets | (21) | (30) | (16) | (16) | - | (16) | (16) | (30) | (16) | (16) |
| less Depreciation, Amortisation & Impairment | (457) | (466) | (475) | (485) | (494) | (504) | (514) | (525) | (535) | (546) |
| Net Outlays on Existing Assets | (317) | (71) | (322) | (198) | (189) | (237) | (241) | (231) | (250) | (255) |
| Capital Expenditure on New/Upgraded Assets | 115 | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Surplus Assets | - | - | - | - | - | - | - | - | - | - |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | 115 | - | - | - | - | - | - | - | - | - |
| Equals: Net (Lending) / Borrowing for Financial Year | 1,352 | 1,511 | 1,291 | 1,448 | 1,492 | 1,475 | 1,502 | 1,545 | 1,558 | 1,589 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|---|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| CULTURE | | | | | | | | | | |
| Library Services | | | | | | | | | | |
| Cultural Services - Heritage, Museums and Art Galleries and Other Cultural Services | | | | | | | | | | |
| Operating Revenues | (32) | (33) | (34) | (34) | (35) | (36) | (36) | (37) | (38) | (39) |
| Operating Expenses | | | | | | | | | | |
| <i>Interest on Loans</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Other</i> | 763 | 778 | 793 | 809 | 825 | 842 | 859 | 876 | 893 | 911 |
| <i>Full Cost Attribution</i> | 120 | 123 | 125 | 128 | 130 | 133 | 135 | 138 | 141 | 144 |
| Operating (Surplus) / Deficit Before Capital Amounts | 850 | 867 | 885 | 903 | 921 | 939 | 958 | 977 | 996 | 1,016 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 69 | 48 | 36 | 37 | 38 | 39 | 39 | 40 | 41 | 42 |
| less Physical Assets Received Free of Charge | - | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Replaced Assets | - | - | - | - | - | - | - | - | - | - |
| less Depreciation, Amortisation & Impairment | (88) | (89) | (91) | (93) | (95) | (97) | (99) | (101) | (103) | (105) |
| Net Outlays on Existing Assets | (18) | (42) | (55) | (56) | (57) | (58) | (59) | (60) | (62) | (63) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Surplus Assets | - | - | - | - | - | - | - | - | - | - |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| Equals: Net (Lending) / Borrowing for Financial Year | 832 | 826 | 830 | 847 | 864 | 881 | 899 | 916 | 935 | 953 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|

| ECONOMIC DEVELOPMENT | | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|------|------|
| Tourism and Other Economic Development | | | | | | | | | | |
| Operating Revenues | (31) | (32) | (32) | (33) | (34) | (34) | (35) | (36) | (36) | (37) |
| Operating Expenses | | | | | | | | | | |
| <i>Operating Expenses - Interest on Loans</i> | 7 | 5 | 1 | - | - | - | - | - | - | - |
| <i>Operating Expenses - Other</i> | 378 | 385 | 393 | 401 | 409 | 417 | 425 | 434 | 442 | 451 |
| <i>Full Cost Attribution</i> | 27 | 28 | 28 | 29 | 29 | 30 | 31 | 31 | 32 | 33 |
| Operating (Surplus) / Deficit Before Capital Amounts | 381 | 386 | 390 | 397 | 404 | 413 | 421 | 429 | 438 | 447 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | - | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Replaced Assets | - | - | - | - | - | - | - | - | - | - |
| less Depreciation, Amortisation & Impairment | (22) | (22) | (23) | (23) | (24) | (24) | (25) | (25) | (26) | (26) |
| Net Outlays on Existing Assets | (22) | (22) | (23) | (23) | (24) | (24) | (25) | (25) | (26) | (26) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Surplus Assets | - | - | - | - | - | - | - | - | - | - |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| Equals: Net (Lending) / Borrowing for Financial Year | 359 | 363 | 367 | 373 | 381 | 388 | 396 | 404 | 412 | 420 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| ENVIRONMENT | | | | | | | | | | |
| Natural Resource Management Levy | | | | | | | | | | |
| Waste Management - Domestic Waste, Green Waste, Recycling, Transfer Stations, Waste Disposal Facility and Other Waste Management | | | | | | | | | | |
| Other Environment - Stormwater and Drainage, Street Cleaning, Street Lighting, Streetscaping and Other Environment | | | | | | | | | | |
| Operating Revenues | (1,494) | (1,227) | (1,252) | (1,277) | (1,302) | (1,328) | (1,355) | (1,382) | (1,409) | (1,438) |
| Operating Expenses | | | | | | | | | | |
| <i>Operating Expenses - Interest on Loans</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Operating Expenses - Other</i> | 2,355 | 2,307 | 2,159 | 2,202 | 2,246 | 2,291 | 2,337 | 2,384 | 2,431 | 2,480 |
| <i>Full Cost Attribution</i> | 300 | 306 | 312 | 318 | 324 | 331 | 337 | 344 | 351 | 358 |
| Operating (Surplus) / Deficit Before Capital Amounts | 1,161 | 1,385 | 1,219 | 1,244 | 1,269 | 1,294 | 1,320 | 1,346 | 1,373 | 1,401 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | - | - | - | - | - | 6 | - | - | - | - |
| less Proceeds from Sale of Replaced Assets | - | | | | | | | | | |
| less Depreciation, Amortisation & Impairment | (96) | (98) | (100) | (102) | (104) | (106) | (108) | (110) | (113) | (115) |
| Net Outlays on Existing Assets | (96) | (98) | (100) | (102) | (104) | (100) | (108) | (110) | (113) | (115) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | 390 | 1,326 | 1,040 | 1,061 | 1,082 | 1,104 | 1,126 | 1,149 | 1,172 | 1,195 |
| less Proceeds from Sale of Surplus Assets | - | | | | | | | | | |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | 390 | 1,326 | 1,040 | 1,061 | 1,082 | 1,104 | 1,126 | 1,149 | 1,172 | 1,195 |
| Equals: Net (Lending) / Borrowing for Financial Year | 1,455 | 2,613 | 2,160 | 2,203 | 2,247 | 2,298 | 2,338 | 2,384 | 2,432 | 2,481 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|---|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| RECREATION | | | | | | | | | | |
| Parks, Gardens & Reserves Valleys Lifestyle Centre, Recreation Grounds, Swimming Centres, Town Halls, Institutes and Other Recreation | | | | | | | | | | |
| Operating Revenues | (115) | (117) | (120) | (122) | (124) | (127) | (129) | (132) | (135) | (137) |
| Operating Expenses | | | | | | | | | | |
| <i>Operating Expenses - Employee Costs</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Operating Expenses - Interest on Loans</i> | 138 | 115 | 86 | 56 | 32 | 27 | 25 | 23 | 22 | 21 |
| <i>Operating Expenses - Other</i> | 1,726 | 1,760 | 1,795 | 1,831 | 1,868 | 1,905 | 1,943 | 1,982 | 2,022 | 2,062 |
| <i>Full Cost Attribution</i> | 229 | 233 | 238 | 243 | 248 | 253 | 258 | 263 | 268 | 274 |
| Operating (Surplus) / Deficit Before Capital Amounts | 1,978 | 1,991 | 2,000 | 2,008 | 2,023 | 2,058 | 2,097 | 2,136 | 2,177 | 2,219 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 2,424 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 59 | 60 |
| less Proceeds from Sale of Replaced Assets | - | | | | | | | | | |
| less Depreciation, Amortisation & Impairment | (474) | (483) | (493) | (503) | (513) | (523) | (534) | (544) | (555) | (566) |
| Net Outlays on Existing Assets | 1,950 | (432) | (441) | (450) | (459) | (468) | (477) | (487) | (497) | (507) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | 9,118 | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Surplus Assets | 30 | | | | | | | | | |
| less Amounts received specifically for new or upgraded assets | (9,301) | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | (153) | - | - | - | - | - | - | - | - | - |
| Equals: Net (Lending) / Borrowing for Financial Year | 3,775 | 1,559 | 1,559 | 1,558 | 1,564 | 1,590 | 1,619 | 1,649 | 1,680 | 1,712 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|

| REGULATORY SERVICES | | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Dog and Cat Control, Building Control, Town Planning, Litter Control, Health Inspection, Parking Control and Other Regulatory Services | | | | | | | | | | |
| Operating Revenues | (200) | (204) | (208) | (212) | (216) | (221) | (225) | (229) | (234) | (239) |
| Operating Expenses | | | | | | | | | | |
| <i>Operating Expenses - Employee Costs</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Operating Expenses - Interest on Loans</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Operating Expenses - Other</i> | 821 | 838 | 855 | 872 | 889 | 907 | 925 | 943 | 962 | 982 |
| <i>Full Cost Attribution</i> | 136 | 139 | 142 | 145 | 147 | 150 | 153 | 156 | 160 | 163 |
| Operating (Surplus) / Deficit Before Capital Amounts | 758 | 773 | 788 | 804 | 820 | 837 | 853 | 870 | 888 | 906 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 45 | 20 | 47 | - | 70 | - | 51 | 23 | 53 | - |
| less Proceeds from Sale of Replaced Assets | (20) | (15) | (20) | - | (35) | - | (20) | (15) | (20) | - |
| less Depreciation, Amortisation & Impairment | (1) | - | - | - | - | - | - | - | - | - |
| Net Outlays on Existing Assets | 24 | 5 | 27 | - | 35 | - | 31 | 8 | 33 | - |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | 8 | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Surplus Assets | - | - | - | - | - | - | - | - | - | - |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | 8 | - | - | - | - | - | - | - | - | - |
| Equals: Net (Lending) / Borrowing for Financial Year | 790 | 778 | 815 | 804 | 856 | 837 | 884 | 878 | 921 | 906 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|---|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| TRANSPORT | | | | | | | | | | |
| Bridges, Footpaths and Kerbing, Roads Sealed, Roads Formed, Roads Natural Formed, Roads Unformed and Traffic Management | | | | | | | | | | |
| Operating Revenues | (5,488) | (358) | (538) | (442) | (451) | (460) | (469) | (478) | (488) | (498) |
| Operating Expenses | | | | | | | | | | |
| <i>Operating Expenses - Employee Costs</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Operating Expenses - Interest on Loans</i> | 219 | 197 | 203 | 215 | 229 | 211 | 198 | 184 | 170 | 163 |
| <i>Operating Expenses - Other</i> | 4,736 | 4,839 | 4,941 | 5,045 | 5,150 | 5,259 | 5,369 | 5,482 | 5,597 | 5,714 |
| <i>Full Cost Attribution</i> | 409 | 417 | 425 | 434 | 442 | 451 | 460 | 469 | 479 | 488 |
| Operating (Surplus) / Deficit Before Capital Amounts | (124) | 5,095 | 5,031 | 5,251 | 5,371 | 5,461 | 5,559 | 5,658 | 5,758 | 5,869 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 9,168 | 2,410 | 2,364 | 2,428 | 2,516 | 2,510 | 2,749 | 2,707 | 2,845 | 2,875 |
| less Proceeds from Sale of Replaced Assets | - | - | - | - | - | - | - | - | - | - |
| less Depreciation, Amortisation & Impairment | (2,983) | (3,049) | (3,113) | (3,178) | (3,245) | (3,313) | (3,382) | (3,453) | (3,526) | (3,600) |
| Net Outlays on Existing Assets | 6,185 | (639) | (749) | (750) | (729) | (802) | (634) | (746) | (680) | (725) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | 42 | 766 | 782 | 798 | 815 | 832 | 850 | 867 | 886 | 904 |
| less Proceeds from Sale of Surplus Assets | - | - | - | - | - | - | - | - | - | - |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | 42 | 766 | 782 | 798 | 815 | 832 | 850 | 867 | 886 | 904 |
| Equals: Net (Lending) / Borrowing for Financial Year | 6,103 | 5,222 | 5,064 | 5,299 | 5,457 | 5,491 | 5,774 | 5,779 | 5,963 | 6,048 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|---|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| PLANT HIRE & DEPOT INDIRECT | | | | | | | | | | |
| Plant, Machinery and Council Depot | | | | | | | | | | |
| Operating Revenues | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) |
| Operating Expenses | | | | | | | | | | |
| <i>Operating Expenses - Employee Costs</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Operating Expenses - Interest on Loans</i> | - | - | - | - | - | - | - | - | - | - |
| <i>Operating Expenses - Other</i> | 1,991 | 2,031 | 2,072 | 2,113 | 2,155 | 2,199 | 2,242 | 2,287 | 2,333 | 2,380 |
| <i>Allocated to Functions</i> | (1,991) | (2,031) | (2,072) | (2,113) | (2,155) | (2,199) | (2,242) | (2,287) | (2,333) | (2,380) |
| <i>Full Cost Attribution</i> | - | - | - | - | - | - | - | - | - | - |
| Operating (Surplus) / Deficit Before Capital Amounts | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 292 | 924 | 730 | 919 | 725 | 574 | 1,244 | 808 | 521 | 534 |
| less Proceeds from Sale of Replaced Assets | (133) | (336) | (230) | (316) | (251) | (191) | (448) | (207) | (157) | (355) |
| less Depreciation, Amortisation & Impairment | (281) | (286) | (292) | (298) | (304) | (310) | (316) | (322) | (329) | (335) |
| Net Outlays on Existing Assets | (122) | 302 | 208 | 305 | 171 | 73 | 480 | 279 | 36 | (156) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | (4) | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Surplus Assets | - | - | - | - | - | - | - | - | - | - |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | (4) | - | - | - | - | - | - | - | - | - |
| Equals: Net (Lending) / Borrowing for Financial Year | (127) | 301 | 208 | 304 | 170 | 73 | 479 | 279 | 35 | (157) |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| ADMINISTRATION | | | | | | | | | | |
| Governance - Elected Members, Organisational | | | | | | | | | | |
| Support Services - Accounting/Finance, Payroll, Human Resources, Information Technology, Communication, Rates Administration, Records, Occupancy, Contract Management, Customer Services, Other Support Services | | | | | | | | | | |
| Operating Revenues | (69) | (67) | (64) | (61) | (58) | (55) | (53) | (54) | (55) | (55) |
| Operating Expenses | | | | | | | | | | |
| <i>Operating Expenses - Employee Costs</i> | - | | | | | | | | | |
| <i>Operating Expenses - Interest on Loans</i> | 22 | 19 | 16 | 12 | 8 | 4 | 1 | 1 | 0 | - |
| <i>Operating Expenses - Other</i> | 2,617 | 2,669 | 2,723 | 2,777 | 2,833 | 2,889 | 2,947 | 3,006 | 3,066 | 3,127 |
| <i>Full Cost Attribution</i> | (1,539) | (1,569) | (1,601) | (1,633) | (1,666) | (1,699) | (1,733) | (1,768) | (1,803) | (1,839) |
| Operating (Surplus) / Deficit Before Capital Amounts | 1,031 | 1,052 | 1,073 | 1,095 | 1,117 | 1,139 | 1,162 | 1,185 | 1,209 | 1,233 |
| Less: Net Outlays on Existing Assets | | | | | | | | | | |
| Capital Expenditure on Renewal/Replacement of Existing Assets | 116 | 10 | 105 | 37 | 109 | 52 | 142 | 11 | 118 | 121 |
| less Proceeds from Sale of Replaced Assets | (45) | - | (25) | (18) | (45) | (10) | (33) | - | (25) | (18) |
| less Depreciation, Amortisation & Impairment | (138) | (141) | (144) | (147) | (149) | (152) | (156) | (159) | (162) | (165) |
| Net Outlays on Existing Assets | (67) | (131) | (64) | (127) | (85) | (111) | (47) | (147) | (68) | (62) |
| Less: Net Outlays on New and Upgraded Assets | | | | | | | | | | |
| Capital Expenditure on New/Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| less Proceeds from Sale of Surplus Assets | - | - | - | - | - | - | - | - | - | - |
| less Amounts received specifically for new or upgraded assets | - | - | - | - | - | - | - | - | - | - |
| Net Outlays on New and Upgraded Assets | - | - | - | - | - | - | - | - | - | - |
| Equals: Net (Lending) / Borrowing for Financial Year | 964 | 922 | 1,010 | 968 | 1,032 | 1,029 | 1,115 | 1,038 | 1,140 | 1,171 |

**CLARE & GILBERT VALLEYS COUNCIL
LONG TERM FINANCIAL PLAN
SUMMARY BY FUNCTION**

LTFP LINKED TO 2017/18 BUDGET ADOPTED 7 AUGUST 2017

| | 2017-18 DRAFT BUDGET \$'000 | 2018-19 Plan \$'000 | 2019-20 Plan \$'000 | 2020-21 Plan \$'000 | 2021-22 Plan \$'000 | 2022-23 Plan \$'000 | 2023-24 Plan \$'000 | 2024-25 Plan \$'000 | 2025-26 Plan \$'000 | 2026-27 Plan \$'000 |
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|--|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|

| REVENUES | | | | | | | | | | |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Revenues - Local Government Grants Commission Funds, General Rates | | | | | | | | | | |
| Operating Revenues | | | | | | | | | | |
| General Rates | (10,475) | (11,104) | (11,770) | (12,476) | (12,975) | (13,494) | (14,034) | (14,595) | (15,179) | (15,786) |
| Local Government Grants Commission | (926) | (945) | (963) | (983) | (1,002) | (1,022) | (1,043) | (1,064) | (1,085) | (1,107) |
| Other General Purpose Revenue | - | - | - | - | - | - | - | - | - | - |
| Operating (Surplus) / Deficit Before Capital Amounts | (11,401) | (12,048) | (12,733) | (13,459) | (13,977) | (14,516) | (15,077) | (15,659) | (16,264) | (16,893) |
| Equals: Net (Lending) / Borrowing for Financial Year | (11,401) | (12,048) | (12,733) | (13,459) | (13,977) | (14,516) | (15,077) | (15,659) | (16,264) | (16,893) |