

Wollondilly Shire Council  
10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT

Scenario: Option 1 - "Deteriorate" (No SRV)

	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	29,448,789	30,514,391	31,758,303	33,052,926	34,400,331	35,802,667	37,262,175	38,781,186	40,362,127	42,007,522
User Charges & Fees	3,997,626	4,116,903	4,168,756	4,333,967	4,466,831	4,576,655	4,958,760	4,910,484	5,140,180	5,275,216
Interest & Investment Revenue	1,354,000	1,307,090	1,320,185	1,356,639	1,272,952	1,374,291	1,431,656	1,453,050	1,470,471	1,507,920
Other Revenues	886,348	798,765	553,519	450,801	468,213	486,381	505,338	525,120	545,764	567,307
Grants & Contributions provided for Operating Purposes	6,806,687	6,954,304	7,104,424	7,270,941	7,448,157	7,629,671	7,819,475	8,016,659	8,221,760	8,431,904
Grants & Contributions provided for Capital Purposes	3,587,700	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000
<b>Total Income from Continuing Operations</b>	<b>46,081,151</b>	<b>46,263,453</b>	<b>47,477,187</b>	<b>49,037,275</b>	<b>50,628,483</b>	<b>52,441,664</b>	<b>54,549,405</b>	<b>56,258,499</b>	<b>58,312,301</b>	<b>60,361,869</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	18,752,826	19,773,478	21,121,719	22,032,172	22,961,380	23,911,917	24,879,571	26,024,158	27,216,786	28,443,488
Borrowing Costs	1,160,007	1,049,301	926,362	824,536	725,981	618,232	507,702	407,047	307,397	200,652
Materials & Contracts	15,762,536	15,241,064	16,166,613	16,838,539	17,475,286	18,224,396	18,897,765	19,725,296	20,488,201	21,367,027
Depreciation & Amortisation	9,900,000	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274
Other Expenses	4,670,880	4,940,024	5,490,034	5,540,593	5,873,387	6,230,253	6,913,201	7,024,424	7,466,318	7,941,506
<b>Total Expenses from Continuing Operations</b>	<b>50,246,250</b>	<b>50,901,141</b>	<b>53,602,002</b>	<b>55,133,115</b>	<b>56,933,307</b>	<b>58,882,073</b>	<b>61,095,513</b>	<b>63,078,198</b>	<b>65,375,976</b>	<b>67,849,946</b>
<b>Net Operating Result for the Year</b>	<b>(4,165,099)</b>	<b>(4,637,688)</b>	<b>(6,124,815)</b>	<b>(6,095,840)</b>	<b>(6,304,824)</b>	<b>(6,440,409)</b>	<b>(6,546,108)</b>	<b>(6,819,699)</b>	<b>(7,063,675)</b>	<b>(7,488,078)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(7,752,799)</b>	<b>(7,209,688)</b>	<b>(8,696,815)</b>	<b>(8,667,840)</b>	<b>(8,876,824)</b>	<b>(9,012,409)</b>	<b>(9,118,108)</b>	<b>(9,391,699)</b>	<b>(9,635,675)</b>	<b>(10,060,078)</b>

Wollondilly Shire Council  
10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET

Scenario: Option 1 - "Deteriorate" (No SRV)

	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	507,769	386,065	352,765	325,878	293,622	256,447	216,873	173,471	122,899	63,149
Investments	17,056,161	12,968,080	11,849,522	10,946,350	9,862,860	8,614,146	7,284,856	5,826,972	4,128,222	2,121,194
Receivables	4,313,853	4,314,841	4,337,167	4,450,291	4,567,390	4,675,988	4,892,087	4,941,620	5,099,360	5,218,016
Inventories	1,653,778	1,590,503	1,639,370	1,696,778	1,750,401	1,814,291	1,872,728	1,942,500	2,006,761	2,082,970
Other	586,782	573,587	604,695	624,801	651,464	682,138	720,034	745,845	778,986	816,941
<b>Total Current Assets</b>	<b>24,118,343</b>	<b>19,833,076</b>	<b>18,783,519</b>	<b>18,044,099</b>	<b>17,125,736</b>	<b>16,043,008</b>	<b>14,986,578</b>	<b>13,630,409</b>	<b>12,136,228</b>	<b>10,302,269</b>
<b>Non-Current Assets</b>										
Investments	7,824,529	5,949,118	5,435,979	5,021,648	4,524,596	3,951,747	3,341,934	2,673,129	1,893,825	973,100
Infrastructure, Property, Plant & Equipment	356,549,779	356,339,455	350,660,931	344,745,857	338,872,583	333,084,809	327,468,985	321,875,011	316,301,937	311,029,063
<b>Total Non-Current Assets</b>	<b>364,374,308</b>	<b>362,288,573</b>	<b>356,096,910</b>	<b>349,767,505</b>	<b>343,397,179</b>	<b>337,036,556</b>	<b>330,810,919</b>	<b>324,548,140</b>	<b>318,195,762</b>	<b>312,002,163</b>
<b>TOTAL ASSETS</b>	<b>388,492,651</b>	<b>382,121,649</b>	<b>374,880,428</b>	<b>367,811,604</b>	<b>360,522,914</b>	<b>353,079,564</b>	<b>345,797,497</b>	<b>338,178,549</b>	<b>330,331,990</b>	<b>322,304,432</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	5,187,082	5,064,854	5,336,025	5,475,020	5,694,350	5,939,973	6,280,098	6,463,245	6,741,134	7,051,927
Borrowings	2,024,450	1,816,891	1,558,720	1,668,071	1,732,314	1,579,477	1,506,230	1,605,880	1,417,522	436,186
Provisions	5,182,928	5,588,603	6,009,933	6,448,365	6,904,595	7,379,348	7,873,378	8,387,470	8,922,439	9,479,137
<b>Total Current Liabilities</b>	<b>12,394,459</b>	<b>12,470,349</b>	<b>12,904,679</b>	<b>13,591,456</b>	<b>14,331,259</b>	<b>14,898,798</b>	<b>15,659,707</b>	<b>16,456,595</b>	<b>17,081,095</b>	<b>16,967,250</b>
<b>Non-Current Liabilities</b>										
Borrowings	14,571,583	12,754,692	11,195,972	9,527,901	7,795,587	6,216,109	4,709,879	3,103,999	1,686,477	1,250,291
Provisions	12,948,223	12,955,911	12,963,896	12,972,205	12,980,851	12,989,848	12,999,211	13,008,953	13,019,092	13,029,642
<b>Total Non-Current Liabilities</b>	<b>27,519,806</b>	<b>25,710,604</b>	<b>24,159,868</b>	<b>22,500,106</b>	<b>20,776,438</b>	<b>19,205,958</b>	<b>17,709,090</b>	<b>16,112,952</b>	<b>14,705,569</b>	<b>14,279,933</b>
<b>TOTAL LIABILITIES</b>	<b>39,914,266</b>	<b>38,180,952</b>	<b>37,064,547</b>	<b>36,091,562</b>	<b>35,107,697</b>	<b>34,104,756</b>	<b>33,368,797</b>	<b>32,569,547</b>	<b>31,786,664</b>	<b>31,247,184</b>
<b>Net Assets</b>	<b>348,578,385</b>	<b>343,940,697</b>	<b>337,815,882</b>	<b>331,720,042</b>	<b>325,415,218</b>	<b>318,974,809</b>	<b>312,428,701</b>	<b>305,609,002</b>	<b>298,545,326</b>	<b>291,057,248</b>
<b>EQUITY</b>										
Retained Earnings	284,060,385	279,422,697	273,297,882	267,202,042	260,897,218	254,456,809	247,910,701	241,091,002	234,027,326	226,539,248
Revaluation Reserves	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000
<b>Total Equity</b>	<b>348,578,385</b>	<b>343,940,697</b>	<b>337,815,882</b>	<b>331,720,042</b>	<b>325,415,218</b>	<b>318,974,809</b>	<b>312,428,701</b>	<b>305,609,002</b>	<b>298,545,326</b>	<b>291,057,248</b>

**Wollondilly Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2024**

**CASH FLOW STATEMENT - GENERAL FUND**

Scenario: Option 1 - "Deteriorate" (No SRV)

	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	29,590,298	30,469,636	31,706,058	32,998,552	34,343,740	35,743,769	37,200,876	38,717,388	40,295,727	41,938,415
User Charges & Fees	4,173,111	4,077,470	4,151,613	4,279,348	4,422,906	4,540,347	4,832,435	4,926,444	5,064,242	5,230,573
Interest & Investment Revenue Received	1,373,317	1,283,959	1,242,270	1,272,765	1,193,445	1,297,784	1,354,592	1,381,811	1,399,732	1,444,908
Grants & Contributions	10,438,586	9,220,563	9,364,044	9,529,209	9,705,542	9,886,702	10,075,823	10,272,398	10,476,846	10,686,574
Other	998,911	835,817	613,824	475,467	478,666	497,936	507,308	543,994	555,319	580,059
<b>Payments:</b>										
Employee Benefits & On-Costs	(18,347,482)	(19,462,686)	(20,692,405)	(21,585,431)	(22,496,503)	(23,428,167)	(24,376,179)	(25,500,324)	(26,671,678)	(27,876,240)
Materials & Contracts	(15,843,733)	(15,186,356)	(15,976,547)	(16,787,744)	(17,348,093)	(18,085,419)	(18,671,090)	(19,650,562)	(20,324,273)	(21,187,926)
Borrowing Costs	(1,168,773)	(1,059,593)	(935,599)	(832,460)	(734,461)	(627,039)	(515,732)	(414,704)	(315,561)	(207,858)
Other	(4,670,880)	(4,940,024)	(5,490,034)	(5,540,593)	(5,873,387)	(6,230,253)	(6,913,201)	(7,024,424)	(7,466,318)	(7,941,506)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>6,543,356</b>	<b>5,238,787</b>	<b>3,983,225</b>	<b>3,809,112</b>	<b>3,691,854</b>	<b>3,595,659</b>	<b>3,494,833</b>	<b>3,252,022</b>	<b>3,014,036</b>	<b>2,667,000</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	8,240,499	6,050,909	1,719,116	1,404,920	1,667,961	1,908,980	2,026,521	2,214,107	2,565,472	3,015,171
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(13,226,000)	(9,386,950)	(3,918,750)	(3,682,200)	(3,724,000)	(3,809,500)	(3,981,450)	(4,003,300)	(4,024,200)	(4,324,400)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(4,985,501)</b>	<b>(3,336,041)</b>	<b>(2,199,634)</b>	<b>(2,277,280)</b>	<b>(2,056,039)</b>	<b>(1,900,520)</b>	<b>(1,954,929)</b>	<b>(1,789,193)</b>	<b>(1,458,728)</b>	<b>(1,309,229)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(1,724,244)	(2,024,450)	(1,816,891)	(1,558,720)	(1,668,071)	(1,732,314)	(1,579,477)	(1,506,230)	(1,605,880)	(1,417,522)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,724,244)</b>	<b>(2,024,450)</b>	<b>(1,816,891)</b>	<b>(1,558,720)</b>	<b>(1,668,071)</b>	<b>(1,732,314)</b>	<b>(1,579,477)</b>	<b>(1,506,230)</b>	<b>(1,605,880)</b>	<b>(1,417,522)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(166,389)</b>	<b>(121,704)</b>	<b>(33,300)</b>	<b>(26,888)</b>	<b>(32,256)</b>	<b>(37,175)</b>	<b>(39,574)</b>	<b>(43,402)</b>	<b>(50,573)</b>	<b>(59,750)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>674,159</b>	<b>507,769</b>	<b>386,065</b>	<b>352,765</b>	<b>325,878</b>	<b>293,622</b>	<b>256,447</b>	<b>216,873</b>	<b>173,471</b>	<b>122,899</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>507,769</b>	<b>386,065</b>	<b>352,765</b>	<b>325,878</b>	<b>293,622</b>	<b>256,447</b>	<b>216,873</b>	<b>173,471</b>	<b>122,899</b>	<b>63,149</b>
Cash & Cash Equivalents - end of the year	507,769	386,065	352,765	325,878	293,622	256,447	216,873	173,471	122,899	63,149
Investments - end of the year	24,880,690	18,917,199	17,285,501	15,967,998	14,387,455	12,565,893	10,626,790	8,500,101	6,022,047	3,094,294
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>25,388,459</b>	<b>19,303,264</b>	<b>17,638,266</b>	<b>16,293,876</b>	<b>14,681,077</b>	<b>12,822,339</b>	<b>10,843,663</b>	<b>8,673,573</b>	<b>6,144,946</b>	<b>3,157,443</b>

Wollondilly Shire Council  
10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT

Scenario: Option 2 - "Stabilise" (8.5%pa x 4 yrs)

	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	29,448,789	31,885,839	34,541,247	37,435,352	40,590,420	42,246,567	43,970,293	45,764,355	47,631,625	49,575,088
User Charges & Fees	3,997,626	4,116,903	4,168,756	4,333,967	4,466,831	4,576,655	4,958,760	4,910,484	5,140,180	5,275,216
Interest & Investment Revenue	1,354,000	1,307,090	1,320,185	1,356,639	1,272,952	1,374,291	1,431,656	1,453,050	1,470,471	1,507,920
Other Revenues	886,348	798,765	553,519	450,801	468,213	486,381	505,338	525,120	545,764	567,307
Grants & Contributions provided for Operating Purposes	6,806,687	6,954,304	7,104,424	7,270,941	7,448,157	7,629,671	7,819,475	8,016,659	8,221,760	8,431,904
Grants & Contributions provided for Capital Purposes	3,587,700	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000	2,572,000
<b>Total Income from Continuing Operations</b>	<b>46,081,151</b>	<b>47,634,901</b>	<b>50,260,131</b>	<b>53,419,700</b>	<b>56,818,572</b>	<b>58,885,564</b>	<b>61,257,523</b>	<b>63,241,668</b>	<b>65,581,799</b>	<b>67,929,435</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	18,752,826	19,773,478	21,121,719	22,032,172	22,961,380	23,911,917	24,879,571	26,024,158	27,216,786	28,443,488
Borrowing Costs	1,160,007	1,049,301	926,362	824,536	725,981	618,232	507,702	407,047	307,397	200,652
Materials & Contracts	15,762,536	15,241,064	16,166,613	16,838,539	17,475,286	18,224,396	18,897,765	19,725,296	20,488,201	21,367,027
Depreciation & Amortisation	9,900,000	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274
Other Expenses	4,670,880	4,940,024	5,490,034	5,540,593	5,873,387	6,230,253	6,913,201	7,024,424	7,466,318	7,941,506
<b>Total Expenses from Continuing Operations</b>	<b>50,246,250</b>	<b>50,901,141</b>	<b>53,602,002</b>	<b>55,133,115</b>	<b>56,933,307</b>	<b>58,882,073</b>	<b>61,095,513</b>	<b>63,078,198</b>	<b>65,375,976</b>	<b>67,849,946</b>
<b>Net Operating Result for the Year</b>	<b>(4,165,099)</b>	<b>(3,266,240)</b>	<b>(3,341,871)</b>	<b>(1,713,414)</b>	<b>(114,735)</b>	<b>3,491</b>	<b>162,010</b>	<b>163,470</b>	<b>205,822</b>	<b>79,489</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(7,752,799)</b>	<b>(5,838,240)</b>	<b>(5,913,871)</b>	<b>(4,285,414)</b>	<b>(2,686,735)</b>	<b>(2,568,509)</b>	<b>(2,409,990)</b>	<b>(2,408,530)</b>	<b>(2,366,178)</b>	<b>(2,492,511)</b>

Wollondilly Shire Council  
10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET

Scenario: Option 2 - "Stabilise" (8.5%pa x 4 yrs)

	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	507,769	388,125	358,094	336,250	311,629	284,973	257,607	228,233	193,622	151,888
Investments	17,056,161	13,037,263	12,028,498	11,294,767	10,467,732	9,572,365	8,653,129	7,666,440	6,503,848	5,101,976
Receivables	4,313,853	4,389,594	4,488,613	4,689,700	4,907,554	5,035,705	5,274,246	5,348,040	5,531,980	5,678,882
Inventories	1,653,778	1,590,503	1,639,370	1,696,778	1,750,401	1,814,291	1,872,728	1,942,500	2,006,761	2,082,970
Other	586,782	573,587	604,695	624,801	651,464	682,138	720,034	745,845	778,986	816,941
<b>Total Current Assets</b>	<b>24,118,343</b>	<b>19,979,071</b>	<b>19,119,269</b>	<b>18,642,297</b>	<b>18,088,780</b>	<b>17,389,472</b>	<b>16,777,745</b>	<b>15,931,058</b>	<b>15,015,197</b>	<b>13,832,657</b>
<b>Non-Current Assets</b>										
Investments	7,824,529	5,980,856	5,518,084	5,181,484	4,802,081	4,391,331	3,969,631	3,516,986	2,983,646	2,340,536
Infrastructure, Property, Plant & Equipment	356,549,779	357,549,854	354,431,322	352,577,952	352,434,262	352,547,960	353,010,652	353,677,549	354,553,172	355,922,457
<b>Total Non-Current Assets</b>	<b>364,374,308</b>	<b>363,530,710</b>	<b>359,949,406</b>	<b>357,759,437</b>	<b>357,236,344</b>	<b>356,939,290</b>	<b>356,980,282</b>	<b>357,194,535</b>	<b>357,536,818</b>	<b>358,262,993</b>
<b>TOTAL ASSETS</b>	<b>388,492,651</b>	<b>383,509,781</b>	<b>379,068,675</b>	<b>376,401,733</b>	<b>375,325,124</b>	<b>374,328,762</b>	<b>373,758,027</b>	<b>373,125,593</b>	<b>372,552,016</b>	<b>372,095,650</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	5,187,082	5,081,538	5,369,880	5,528,333	5,769,653	6,018,364	6,361,704	6,548,196	6,829,568	7,143,988
Borrowings	2,024,450	1,816,891	1,558,720	1,668,071	1,732,314	1,579,477	1,506,230	1,605,880	1,417,522	436,186
Provisions	5,182,928	5,588,603	6,009,933	6,448,365	6,904,595	7,379,348	7,873,378	8,387,470	8,922,439	9,479,137
<b>Total Current Liabilities</b>	<b>12,394,459</b>	<b>12,487,033</b>	<b>12,938,534</b>	<b>13,644,769</b>	<b>14,406,563</b>	<b>14,977,189</b>	<b>15,741,312</b>	<b>16,541,546</b>	<b>17,169,529</b>	<b>17,059,311</b>
<b>Non-Current Liabilities</b>										
Borrowings	14,571,583	12,754,692	11,195,972	9,527,901	7,795,587	6,216,109	4,709,879	3,103,999	1,686,477	1,250,291
Provisions	12,948,223	12,955,911	12,963,896	12,972,205	12,980,851	12,989,848	12,999,211	13,008,953	13,019,092	13,029,642
<b>Total Non-Current Liabilities</b>	<b>27,519,806</b>	<b>25,710,604</b>	<b>24,159,868</b>	<b>22,500,106</b>	<b>20,776,438</b>	<b>19,205,958</b>	<b>17,709,090</b>	<b>16,112,952</b>	<b>14,705,569</b>	<b>14,279,933</b>
<b>TOTAL LIABILITIES</b>	<b>39,914,266</b>	<b>38,197,636</b>	<b>37,098,402</b>	<b>36,144,874</b>	<b>35,183,000</b>	<b>34,183,147</b>	<b>33,450,402</b>	<b>32,654,498</b>	<b>31,875,098</b>	<b>31,339,244</b>
<b>Net Assets</b>	<b>348,578,385</b>	<b>345,312,144</b>	<b>341,970,273</b>	<b>340,256,859</b>	<b>340,142,124</b>	<b>340,145,615</b>	<b>340,307,625</b>	<b>340,471,095</b>	<b>340,676,917</b>	<b>340,756,406</b>
<b>EQUITY</b>										
Retained Earnings	284,060,385	280,794,144	277,452,273	275,738,859	275,624,124	275,627,615	275,789,625	275,953,095	276,158,917	276,238,406
Revaluation Reserves	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000
<b>Total Equity</b>	<b>348,578,385</b>	<b>345,312,144</b>	<b>341,970,273</b>	<b>340,256,859</b>	<b>340,142,124</b>	<b>340,145,615</b>	<b>340,307,625</b>	<b>340,471,095</b>	<b>340,676,917</b>	<b>340,756,406</b>

**Wollondilly Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2024**  
**CASH FLOW STATEMENT**

Scenario: Option 2 - "Stabilise" (8.5%pa x 4 yrs)	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	29,590,298	31,783,483	34,429,720	37,313,799	40,457,907	42,177,009	43,897,897	45,689,005	47,553,199	49,493,463
User Charges & Fees	4,173,111	4,077,470	4,151,613	4,279,348	4,422,906	4,540,347	4,832,435	4,926,444	5,064,242	5,230,573
Interest & Investment Revenue Received	1,373,317	1,266,807	1,224,860	1,251,980	1,168,611	1,288,891	1,343,248	1,369,102	1,385,558	1,429,181
Grants & Contributions	10,438,586	9,220,563	9,364,044	9,529,209	9,705,542	9,886,702	10,075,823	10,272,398	10,476,846	10,686,574
Other	998,911	852,501	630,995	494,925	500,657	501,024	510,523	547,340	558,802	583,685
<b>Payments:</b>										
Employee Benefits & On-Costs	(18,347,482)	(19,462,686)	(20,692,405)	(21,585,431)	(22,496,503)	(23,428,167)	(24,376,179)	(25,500,324)	(26,671,678)	(27,876,240)
Materials & Contracts	(15,843,733)	(15,186,356)	(15,976,547)	(16,787,744)	(17,348,093)	(18,085,419)	(18,671,090)	(19,650,562)	(20,324,273)	(21,187,926)
Borrowing Costs	(1,168,773)	(1,059,593)	(935,599)	(832,460)	(734,461)	(627,039)	(515,732)	(414,704)	(315,561)	(207,858)
Other	(4,670,880)	(4,940,024)	(5,490,034)	(5,540,593)	(5,873,387)	(6,230,253)	(6,913,201)	(7,024,424)	(7,466,318)	(7,941,506)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>6,543,356</b>	<b>6,552,165</b>	<b>6,706,648</b>	<b>8,123,032</b>	<b>9,803,179</b>	<b>10,023,094</b>	<b>10,183,724</b>	<b>10,214,276</b>	<b>10,260,817</b>	<b>10,209,947</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	8,240,499	5,949,990	1,558,955	1,157,749	1,293,855	1,393,536	1,428,354	1,526,752	1,783,350	2,132,400
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(13,226,000)	(10,597,349)	(6,478,743)	(7,743,904)	(9,453,584)	(9,710,971)	(10,059,966)	(10,264,171)	(10,472,897)	(10,966,559)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(4,985,501)</b>	<b>(4,647,359)</b>	<b>(4,919,788)</b>	<b>(6,586,155)</b>	<b>(8,159,729)</b>	<b>(8,317,435)</b>	<b>(8,631,612)</b>	<b>(8,737,419)</b>	<b>(8,689,547)</b>	<b>(8,834,159)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(1,724,244)	(2,024,450)	(1,816,891)	(1,558,720)	(1,668,071)	(1,732,314)	(1,579,477)	(1,506,230)	(1,605,880)	(1,417,522)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,724,244)</b>	<b>(2,024,450)</b>	<b>(1,816,891)</b>	<b>(1,558,720)</b>	<b>(1,668,071)</b>	<b>(1,732,314)</b>	<b>(1,579,477)</b>	<b>(1,506,230)</b>	<b>(1,605,880)</b>	<b>(1,417,522)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(166,389)</b>	<b>(119,644)</b>	<b>(30,031)</b>	<b>(21,843)</b>	<b>(24,621)</b>	<b>(26,655)</b>	<b>(27,366)</b>	<b>(29,374)</b>	<b>(34,611)</b>	<b>(41,734)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>674,159</b>	<b>507,769</b>	<b>388,125</b>	<b>358,094</b>	<b>336,250</b>	<b>311,629</b>	<b>284,973</b>	<b>257,607</b>	<b>228,233</b>	<b>193,622</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>507,769</b>	<b>388,125</b>	<b>358,094</b>	<b>336,250</b>	<b>311,629</b>	<b>284,973</b>	<b>257,607</b>	<b>228,233</b>	<b>193,622</b>	<b>151,888</b>
Cash & Cash Equivalents - end of the year	507,769	388,125	358,094	336,250	311,629	284,973	257,607	228,233	193,622	151,888
Investments - end of the year	24,880,690	19,018,118	17,546,582	16,476,251	15,269,814	13,963,695	12,622,760	11,183,426	9,487,494	7,442,513
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>25,388,459</b>	<b>19,406,243</b>	<b>17,904,675</b>	<b>16,812,501</b>	<b>15,581,442</b>	<b>14,248,669</b>	<b>12,880,367</b>	<b>11,411,659</b>	<b>9,681,116</b>	<b>7,594,401</b>

Wollondilly Shire Council  
10 Year Financial Plan for the Years ending 30 June 2024

INCOME STATEMENT

Scenario: Option 3 - "Improve" (10.8%pa SRV x 4 yrs)

	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	29,448,789	32,402,942	35,686,633	39,338,198	43,400,499	45,171,867	47,015,538	48,934,464	50,931,716	53,010,492
User Charges & Fees	3,997,626	4,116,903	4,168,756	4,333,967	4,466,831	4,576,655	4,958,760	4,910,484	5,140,180	5,275,216
Interest & Investment Revenue	1,354,000	1,307,090	1,320,185	1,356,639	1,272,952	1,374,291	1,431,656	1,453,050	1,470,471	1,507,920
Other Revenues	886,348	798,765	553,519	450,801	468,213	486,381	505,338	525,120	545,764	567,307
Grants & Contributions provided for Operating Purposes	6,806,687	6,954,304	7,104,424	7,270,941	7,448,157	7,629,671	7,819,475	8,016,659	8,221,760	8,431,904
Grants & Contributions provided for Capital Purposes	3,587,700	2,572,000	2,672,000	2,672,000	2,772,000	2,772,000	2,872,000	2,872,000	2,972,000	2,972,000
<b>Total Income from Continuing Operations</b>	<b>46,081,151</b>	<b>48,152,004</b>	<b>51,505,517</b>	<b>55,422,547</b>	<b>59,828,651</b>	<b>62,010,864</b>	<b>64,602,768</b>	<b>66,711,777</b>	<b>69,281,890</b>	<b>71,764,839</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	18,752,826	19,773,478	21,121,719	22,032,172	22,961,380	23,911,917	24,879,571	26,024,158	27,216,786	28,443,488
Borrowing Costs	1,160,007	1,049,301	926,362	824,536	725,981	618,232	507,702	407,047	307,397	200,652
Materials & Contracts	15,762,536	15,241,064	16,166,613	16,838,539	17,475,286	18,224,396	18,897,765	19,725,296	20,488,201	21,367,027
Depreciation & Amortisation	9,900,000	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274	9,897,274
Other Expenses	4,670,880	4,940,024	5,490,034	5,540,593	5,873,387	6,230,253	6,913,201	7,024,424	7,466,318	7,941,506
<b>Total Expenses from Continuing Operations</b>	<b>50,246,250</b>	<b>50,901,141</b>	<b>53,602,002</b>	<b>55,133,115</b>	<b>56,933,307</b>	<b>58,882,073</b>	<b>61,095,513</b>	<b>63,078,198</b>	<b>65,375,976</b>	<b>67,849,946</b>
<b>Net Operating Result for the Year</b>	<b>(4,165,099)</b>	<b>(2,749,137)</b>	<b>(2,096,485)</b>	<b>289,432</b>	<b>2,895,344</b>	<b>3,128,791</b>	<b>3,507,255</b>	<b>3,633,579</b>	<b>3,905,914</b>	<b>3,914,893</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(7,752,799)</b>	<b>(5,321,137)</b>	<b>(4,768,485)</b>	<b>(2,382,568)</b>	<b>123,344</b>	<b>356,791</b>	<b>635,255</b>	<b>761,579</b>	<b>933,914</b>	<b>942,893</b>

Wollondilly Shire Council  
10 Year Financial Plan for the Years ending 30 June 2024

BALANCE SHEET

Scenario: Option 3 - "Improve" (10.8%pa SRV x 4 yrs)

	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	507,769	387,920	360,042	341,084	322,441	303,117	285,765	267,202	246,195	218,965
Investments	17,056,161	13,030,365	12,093,950	11,457,136	10,830,920	10,181,808	9,598,971	8,975,409	8,269,793	7,355,105
Receivables	4,313,853	4,417,089	4,551,419	4,794,526	5,065,090	5,203,819	5,456,273	5,544,156	5,745,024	5,909,131
Inventories	1,653,778	1,590,503	1,639,370	1,696,778	1,750,401	1,814,291	1,872,728	1,942,500	2,006,761	2,082,970
Other	586,782	573,587	604,695	624,801	651,464	682,138	720,034	745,845	778,986	816,941
<b>Total Current Assets</b>	<b>24,118,343</b>	<b>19,999,463</b>	<b>19,249,475</b>	<b>18,914,325</b>	<b>18,620,316</b>	<b>18,185,171</b>	<b>17,933,771</b>	<b>17,475,111</b>	<b>17,046,759</b>	<b>16,383,111</b>
<b>Non-Current Assets</b>										
Investments	7,824,529	5,977,691	5,548,110	5,255,971	4,968,694	4,670,913	4,403,536	4,117,477	3,793,775	3,374,161
Infrastructure, Property, Plant & Equipment	356,549,779	358,056,020	356,047,513	356,019,921	358,545,714	361,408,979	364,703,726	368,287,639	372,167,789	376,631,736
<b>Total Non-Current Assets</b>	<b>364,374,308</b>	<b>364,033,712</b>	<b>361,595,623</b>	<b>361,275,892</b>	<b>363,514,408</b>	<b>366,079,893</b>	<b>369,107,262</b>	<b>372,405,116</b>	<b>375,961,564</b>	<b>380,005,897</b>
<b>TOTAL ASSETS</b>	<b>388,492,651</b>	<b>384,033,175</b>	<b>380,845,098</b>	<b>380,190,218</b>	<b>382,134,724</b>	<b>384,265,064</b>	<b>387,041,033</b>	<b>389,880,227</b>	<b>393,008,323</b>	<b>396,389,007</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	5,187,082	5,087,829	5,383,814	5,551,481	5,803,838	6,053,951	6,398,750	6,586,761	6,869,715	7,185,780
Borrowings	2,024,450	1,816,891	1,558,720	1,668,071	1,732,314	1,579,477	1,506,230	1,605,880	1,417,522	436,186
Provisions	5,182,928	5,588,603	6,009,933	6,448,365	6,904,595	7,379,348	7,873,378	8,387,470	8,922,439	9,479,137
<b>Total Current Liabilities</b>	<b>12,394,459</b>	<b>12,493,323</b>	<b>12,952,468</b>	<b>13,667,917</b>	<b>14,440,748</b>	<b>15,012,776</b>	<b>15,778,358</b>	<b>16,580,111</b>	<b>17,209,676</b>	<b>17,101,103</b>
<b>Non-Current Liabilities</b>										
Borrowings	14,571,583	12,754,692	11,195,972	9,527,901	7,795,587	6,216,109	4,709,879	3,103,999	1,686,477	1,250,291
Provisions	12,948,223	12,955,911	12,963,896	12,972,205	12,980,851	12,989,848	12,999,211	13,008,953	13,019,092	13,029,642
<b>Total Non-Current Liabilities</b>	<b>27,519,806</b>	<b>25,710,604</b>	<b>24,159,868</b>	<b>22,500,106</b>	<b>20,776,438</b>	<b>19,205,958</b>	<b>17,709,090</b>	<b>16,112,952</b>	<b>14,705,569</b>	<b>14,279,933</b>
<b>TOTAL LIABILITIES</b>	<b>39,914,266</b>	<b>38,203,927</b>	<b>37,112,336</b>	<b>36,168,023</b>	<b>35,217,185</b>	<b>34,218,734</b>	<b>33,487,448</b>	<b>32,693,063</b>	<b>31,915,245</b>	<b>31,381,037</b>
<b>Net Assets</b>	<b>348,578,385</b>	<b>345,829,248</b>	<b>343,732,763</b>	<b>344,022,195</b>	<b>346,917,539</b>	<b>350,046,330</b>	<b>353,553,585</b>	<b>357,187,164</b>	<b>361,093,078</b>	<b>365,007,971</b>
<b>EQUITY</b>										
Retained Earnings	284,060,385	281,311,248	279,214,763	279,504,195	282,399,539	285,528,330	289,035,585	292,669,164	296,575,078	300,489,971
Revaluation Reserves	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000	64,518,000
<b>Total Equity</b>	<b>348,578,385</b>	<b>345,829,248</b>	<b>343,732,763</b>	<b>344,022,195</b>	<b>346,917,539</b>	<b>350,046,330</b>	<b>353,553,585</b>	<b>357,187,164</b>	<b>361,093,078</b>	<b>365,007,971</b>



**Wollondilly Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2024**  
**CASH FLOW STATEMENT**

Scenario: Option 3 - "Improve" (10.8%/pa SRV x 4 yrs)	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	29,590,298	32,278,867	35,548,718	39,184,832	43,229,882	45,097,470	46,938,104	48,853,869	50,847,832	52,923,184
User Charges & Fees	4,173,111	4,077,470	4,151,613	4,279,348	4,422,906	4,540,347	4,832,435	4,926,444	5,064,242	5,230,573
Interest & Investment Revenue Received	1,373,317	1,261,031	1,216,529	1,241,773	1,154,598	1,283,152	1,334,964	1,360,258	1,374,682	1,417,659
Grants & Contributions	10,438,586	9,220,563	9,464,044	9,629,209	9,905,542	10,086,702	10,375,823	10,572,398	10,876,846	11,086,574
Other	998,911	858,792	638,046	504,140	511,101	502,426	511,389	548,859	559,791	585,331
<b>Payments:</b>										
Employee Benefits & On-Costs	(18,347,482)	(19,462,686)	(20,692,405)	(21,585,431)	(22,496,503)	(23,428,167)	(24,376,179)	(25,500,324)	(26,671,678)	(27,876,240)
Materials & Contracts	(15,843,733)	(15,186,356)	(15,976,547)	(16,787,744)	(17,348,093)	(18,085,419)	(18,671,090)	(19,650,562)	(20,324,273)	(21,187,926)
Borrowing Costs	(1,168,773)	(1,059,593)	(935,599)	(832,460)	(734,461)	(627,039)	(515,732)	(414,704)	(315,561)	(207,858)
Other	(4,670,880)	(4,940,024)	(5,490,034)	(5,540,593)	(5,873,387)	(6,230,253)	(6,913,201)	(7,024,424)	(7,466,318)	(7,941,506)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>6,543,356</b>	<b>7,048,064</b>	<b>7,924,366</b>	<b>10,093,073</b>	<b>12,771,585</b>	<b>13,139,218</b>	<b>13,516,515</b>	<b>13,671,815</b>	<b>13,945,562</b>	<b>14,029,792</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	8,240,499	5,960,052	1,453,414	1,016,371	1,000,911	1,034,311	937,632	997,040	1,116,736	1,421,720
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant & Equipment	(13,226,000)	(11,103,515)	(7,588,766)	(9,569,683)	(12,123,067)	(12,460,539)	(12,892,021)	(13,181,187)	(13,477,424)	(14,061,221)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(4,985,501)</b>	<b>(5,143,464)</b>	<b>(6,135,352)</b>	<b>(8,553,311)</b>	<b>(11,122,156)</b>	<b>(11,426,228)</b>	<b>(11,954,389)</b>	<b>(12,184,148)</b>	<b>(12,360,688)</b>	<b>(12,639,501)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	(1,724,244)	(2,024,450)	(1,816,891)	(1,558,720)	(1,668,071)	(1,732,314)	(1,579,477)	(1,506,230)	(1,605,880)	(1,417,522)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(1,724,244)</b>	<b>(2,024,450)</b>	<b>(1,816,891)</b>	<b>(1,558,720)</b>	<b>(1,668,071)</b>	<b>(1,732,314)</b>	<b>(1,579,477)</b>	<b>(1,506,230)</b>	<b>(1,605,880)</b>	<b>(1,417,522)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(166,389)</b>	<b>(119,850)</b>	<b>(27,877)</b>	<b>(18,958)</b>	<b>(18,643)</b>	<b>(19,324)</b>	<b>(17,351)</b>	<b>(18,564)</b>	<b>(21,006)</b>	<b>(27,231)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>674,159</b>	<b>507,769</b>	<b>387,920</b>	<b>360,042</b>	<b>341,084</b>	<b>322,441</b>	<b>303,117</b>	<b>285,765</b>	<b>267,202</b>	<b>246,195</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>507,769</b>	<b>387,920</b>	<b>360,042</b>	<b>341,084</b>	<b>322,441</b>	<b>303,117</b>	<b>285,765</b>	<b>267,202</b>	<b>246,195</b>	<b>218,965</b>
Cash & Cash Equivalents - end of the year	507,769	387,920	360,042	341,084	322,441	303,117	285,765	267,202	246,195	218,965
Investments - end of the year	24,880,690	19,008,056	17,642,060	16,713,107	15,799,614	14,852,721	14,002,507	13,092,886	12,063,568	10,729,266
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>25,388,459</b>	<b>19,395,976</b>	<b>18,002,102</b>	<b>17,054,191</b>	<b>16,122,055</b>	<b>15,155,838</b>	<b>14,288,273</b>	<b>13,360,087</b>	<b>12,309,763</b>	<b>10,948,230</b>