



ANNEXURES

**Ordinary Council Meeting
Under Separate Cover
Wednesday, 13 July 2022**

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COONAMBLE SHIRE COUNCIL

WORKFORCE MANAGEMENT STRATEGY

2022 - 2026

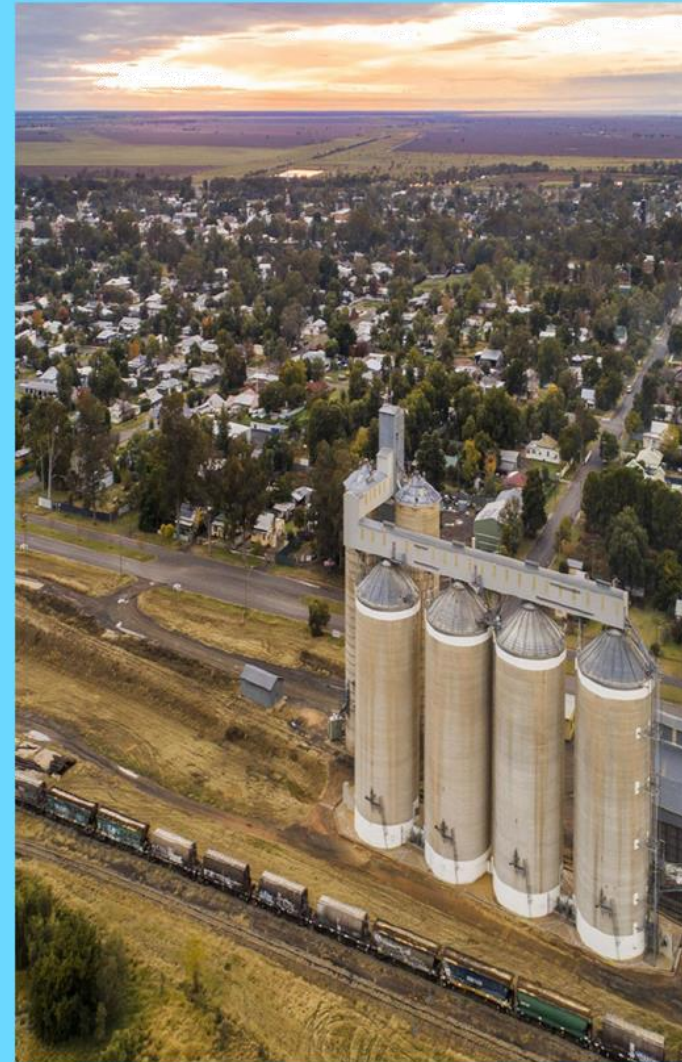


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ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging.

We seek at all times to show respect to all people and cultures whose privilege they have to serve within and beyond the Local Government Area.





What is the Workforce Management Strategy?

The Workforce Management Strategy maximises the capacity of Council’s workforce resources to meet the objectives of the Community Strategic Plan 2032 and Delivery program 2022-2026.

The Workforce Management Strategy 2022 – 2026 is a four year document which builds on Council’s previous plans.

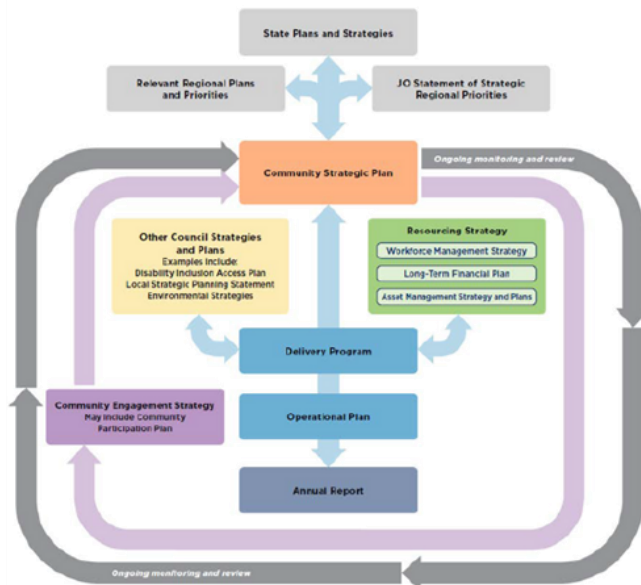
The Workforce Management Strategy focuses on current and future staffing needs to ensure Council has the right people, on the right roles, at the right time to deliver services to our community.

Council’s Workforce Management Strategy has been developed to outline strategies and initiatives to attract and retain a capable, efficient and effective workforce with the capacity to deliver on operational goals and Service Levels.

Our strategies for the next four years align with key People, Risk & Improvement functions including recruitment, organisational development, learning & development, work health & safety, and risk with a core focus on:

- Skills and capabilities of our workforce;
- Innovation and continuous improvement in our operations;
- Health and wellbeing of our workforce;
- Recruitment and retention initiatives; and
- Risk mitigation and good governance.

The Workforce Management Strategy will be monitored, evaluated and reported on an annual basis to ensure key outcomes are being met.



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OUR VISION:

By 2032, we are

We are a prosperous, safe and welcoming community where we connect with each other, with our culture and our sustainable environment.

OUR GOALS

OUR PEOPLE:

We are connected, cohesive and vibrant.

We are healthier.

We feel safe, secure and supported.

Our connection to our culture is stronger than ever.

We are the community of good sports.

OUR ECONOMY:

Our economy is sustainable, prosperous and diversified.

OUR GOALS

OUR INFRASTRUCTURE:

Our road network makes it possible for our economy, industries and community to prosper.

Our water infrastructure and services are fit for our community and our future.

Our sewerage and urban drainage infrastructure and services are fit for our community and our future.

Our essential assets and infrastructure enable our community and economy to prosper.

OUR ENVIRONMENT:

Our community has confidence in our strategic land use planning framework.

We are more sustainable and we contribute to the bigger environmental picture.

We are winning our war on waste.

OUR LEADERSHIP:

Our community leaders enrich and empower us.

Our community believes in the integrity of Council's decision.

OUR SHIRE

The Coonamble LGA has a population of 3,102 persons. Residents of rural properties account for approximately one-third of the LGA population. The majority of the district's agricultural resources are devoted to dry and broad- acre farming and grazing.

The population of the Shire has remained static over the past 20 years however the Shire is following the national trend of a decreasing and ageing population. The Coonamble Shire reported 31.0% of the population identifying as indigenous at the 2016 census.

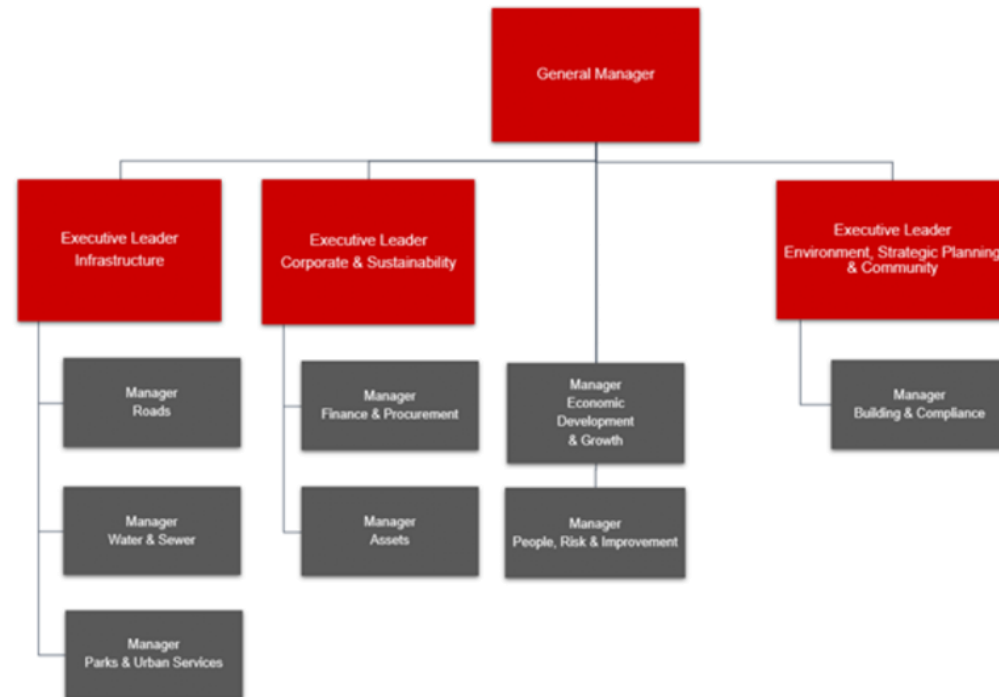
It is estimated that 1,153 people work in the Coonamble LGA Shire.

The unemployment rate currently sits at 19.7% and is just below the national average of 20.1%, however COVID 19 is likely to have a impact on employment in the past 2 years.

Source: Latest Australian Bureau of Statistics' (ABS)

OUR COUNCIL

The Coonamble Shire Council employees over 100 staff, with wages over \$7 million dollars, making Council a significant contributor to the local economy, as well as an important source of community support through employment and career generation.



OUR COUNCIL

Coonamble Shire Council is one of the town's major employers, employing more than 100 people across five departments: Infrastructure, Corporate and Sustainability, Environment, Strategic Planning and Community, Economic Development and Growth, and People Risk and Improvement.

There are a great many benefits of working for Council, including the following:

- Nine-day fortnight.
- Four weeks annual leave per year.
- Three weeks sick leave per year.
- Long Service leave after five years.
- Access to carers leave, maternity and parental leave for supporting partners.
- Domestic Violence Leave.
- Recognition of staff service.
- Employee Assistance Programme providing external and confidential counselling.
- Corporate Uniform Allowance as per current policy.
- Council provided hi-vis and safety work wear and Personal Protective Equipment (PPE).
- Ongoing training and development.
- Employee Social Club.
- Annual Union Picnic Day for relevant union members.
- ATSI employees are entitled to attend annual community NAIDOC Day events.

STAFF HEALTH & WELLBEING

To assist with providing a healthy work life balance we encourage to access our Employee Assistance Program through Lifeworks to provide an external and confidential counselling to staff and their families 24 hours a day 7 days a week.

Staff has the flexibility to access 2 days per calendar year of Health & Wellbeing Leave to monitor their own personal health.

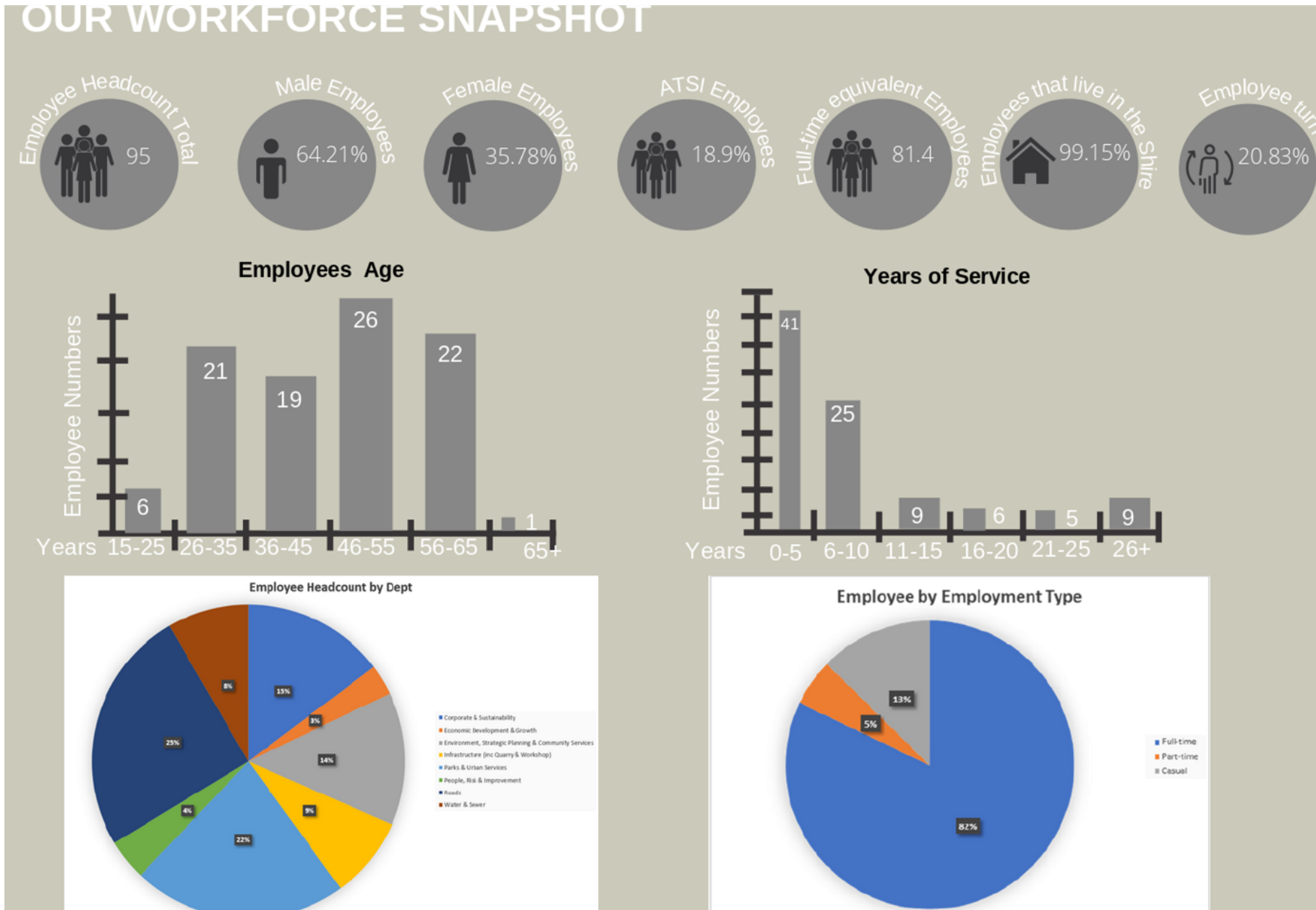
Council are launching a staff Health and Wellbeing Day program to help improve physical and mental health, reduce stress, while increasing resilience and happiness. This will assist in improving communication, retention and attracting new talent.

RECOGNITION OF LONG SERVING STAFF

Our long serving staff and volunteers are recognised through our Recognition of Long Serving Staff program for their continuous service and contribution to Council on an annual basis.

STAFF TRAINING & DEVELOPMENT

Council has a structured individual training plan for every employee. It is embedded in our normal operations that training is an essential part of having a knowledgeable, skilful and productive workforce. All training is fully paid for by Council, including wages and travel costs.



OPPORTUNITIES & CHALLENGES

OPPORTUNITIES

Utilising "experts" for specialist skills

Traineeships & Youth Programs to "grow our own"

Embrace diversity, as it fosters creativity and a range of perspectives

Better use of Technology

Strive to be an "Employer of Choice"

Develop organisational values and constructive behaviours and conduct standards.

Improvement in communication channels, and encourage feedback, ideas and participation

Workforce practices are adaptive, responsive and agile in the face of change

CHALLENGES

Limited tenure trends

Industry skills shortages

Workforce competencies and skills gaps

Shrinking shelf-life of knowledge and skills

Retaining the staff that we develop within the community

Work life balance

Population decline

Negative perception of working for Council

Ageing Workforce

Attracting qualified staff with specialised skills to the region

Generation Gaps

Housing shortages



WORKFORCE STRATEGIES



These strategies are focused on key areas which support and engage a productive workforce, risk management and good governance as identified in Council's Delivery Program 2022-2026 and action items in the Operation Plan 2022-23



CSP GOAL 15: Our community believes in the integrity of Council's decision.

L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.

L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.3.1	Complete and adopt the Audit, Risk and Improvement Committee's (ARIC) Strategic Four Year Plan.	PRI	ARIC, OLG	ARIC's Strategic Plan complete.	L1.3.1.1	The Audit, Risk and Improvement Committee commence review and analysis of the organisation.	PRI	Review completed.
L1.3.2	Adopt the eight elements of good governance practices at the essence of operations and decision making.	PRI	Councillors, Council officers	Adoption of eight elements of good governance practices.	L1.3.2.1	Adopt the eight elements of good governance and receive adequate training to deliver.	All	Good Governance principles adopted. Training delivered and attended by all.
L1.3.4	Achieve organisational decision making which is strategic and not ad hoc.	PRI	Councillors, Council officers		L1.3.4.1	Continue to review, develop and adopt policies, strategies and plans which gives clear framework and leads to strategic decision making.	All	Number of policies reviewed and adopted.
L1.3.5	Achieve redundancy within our organisational structure, and provide effective pathways for our people by successfully becoming a learning organisation.	PRI	OLG	Reduction in safety incidents.	L1.3.5.1	Deliver innovative workplace solutions which increase our attraction and retention of talent.	PRI All	Number of solutions developed and uptake. Attraction and retention rate against state average.
				Implement WH&S systems and strategies.	L1.3.5.2	Resource the Annual Training Plan which facilitates the successful delivery of commitments made in the Delivery Plan and Operational Plan.	PRI	ATP resourced and delivered.
				Resource the Annual Training Plan.	L1.3.5.3	Implement WH&S systems and strategies which achieve operational efficiencies and improve safety culture.	PRI	WHS continuously updated and improved.
	Deliver innovative workplace solutions.							

WORKFORCE STRATEGIES



A Staff Attraction and Retention Review was undertaken in 2021, which consisted of consulting with a wide range of Council staff. As a result, a number of key issues were identified which have been included in the Workforce Management Strategy as areas to improve Council's performance.

Issue:	Action	2022/23	2023/24	2024/25	2025/26
Poor Workforce Change Implementation and Communication – including increasing communication with operational staff	Develop and implement a holistic Staff Communication and Change Management Strategy in consultation with staff	✓	✓		
Lack of positive organisational culture and values	Council to review its current values to assist with internal “re-branding” that reflects the change in organisational culture	✓	✓	✓	✓
	Consult with staff for appropriate activities to embed and reinforce values and a positive organisational culture				
Lack of Staff Recognition	Review the current Staff Recognition Policy and Program in consultation with staff		✓	✓	✓
	Consult staff in the implementation and evaluation of the above				
Excessive Recruitment lead times leading to high workloads and poor work / life balance	Council to review recruitment and retention strategies, ensuring they are responsive and innovative, inline with current labour market trends.	✓	✓	✓	✓
	As immediate demand and labour shortages dictate – explore flexible working arrangements, job sharing, utilising new technologies and exploring “out of the box” solutions. This may include sourcing expertise from outside the region.				
Lack of Career progression & Succession Planning	Develop career progression and succession planning strategies.	✓	✓	✓	✓
	Mentoring program for new or local talent by “experts” that have been recruited to fill current labour shortage gaps, taking advantage of professionals, and creating opportunities for Council staff that they normally would have to source outside the region.				
	Continue to promote and provide work experience and work readiness				

ABORIGINAL & TORRES STRAIT ISLANDER EMPLOYMENT

The 2016 Census of Population and Housing indicates that 1561 in the Coonamble Local Government Area (LGA) identifies as being of Aboriginal and Torres Strait Islander decent. This represents 30.2% of the overall population. This clearly demonstrates that Coonamble has a high population of Aboriginal and Torres Strait Islander people, and that the development of an Aboriginal & Torres Strait Islander (ATSI) Employment Strategy for the Council is relevant, embraces diversity and values our community.

What is an Aboriginal & Torres Strait Islander (ATSI) Employment Strategy?

Council actively supports equal employment opportunities for all applicants applying for positions, including Aboriginal and Torres Strait Islander people.

Our strategies to attract Aboriginal and Torres Strait Islander people will focus on the following four areas:

- Engagement
- Recruitment
- Cultural Awareness
- Retention



OBJECTIVE 1 ENGAGEMENT

What will we do?	Why?
Review Recruitment Material	Recruitment strategies and material are inclusive of Aboriginal & Torres Strait Islanders with adequate representation.
Volunteer Engagement	Encourage Aboriginal & Torres Strait Islander people to volunteer at Council.
Consult Aboriginal & Torres Strait Islander people	Consult Aboriginal & Torres Strait Islander people to assist with the development of Council strategies.
Contractors and Third Parties	Encourage contractors and third parties to engage ATSI people in order to increase local employment and education opportunities.

COONAMBLE
SHIRE COUNCIL

**OBJECTIVE 2
RECRUITMENT**

What will we do?	Why?
Recruitment	Utilise funding opportunities for Aboriginal & Torres Strait Islander people to increase trainee participation.
Advertising Positions Vacant	Council will continue to recruit through Job Service Agencies and Local Lands Councils to attract Aboriginal & Torres Strait Islander people to vacant positions.
Careers Expo	Promote a job opportunities for Aboriginal & Torres Strait Islander people through a Careers Expo - every 2 years.



**OBJECTIVE 3
CULTURAL AWARENESS**

What will we do?	Why?
Cultural Training.	All staff and Councillors will attend ASTI Cultural awareness training.
NAIDOC Day	Aboriginal & Torres Strait Islander staff are given the opportunity to participate in NAIDOC day yearly events.
Acknowledgement of Country	All Council functions or events will recognise the original custodians of the land.

**OBJECTIVE 4
RETENTION**

What will we do?	Why?
Training needs/ skills	Provide equal opportunity to address training needs and skills gaps for Aboriginal & Torres Strait Islander staff.
Representation of ASTI Staff	Ensure representation and cultural sensitivity in Council's operations and activities.
Mentoring & Support	Provide mentoring and support for Aboriginal & Torres Strait Islander staff as required.

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - CONSOLIDATED Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,736,000	7,098,493	7,310,845	7,533,745	8,075,361	8,695,747	9,374,416	9,563,321	9,756,118	9,952,890	10,153,719	10,358,690
User Charges & Fees	4,697,000	5,768,750	6,061,296	6,305,121	6,448,225	6,594,586	6,744,281	6,897,384	7,053,973	7,214,129	7,377,932	7,545,466
Other Revenues	1,034,000	1,923,065	1,970,106	2,019,359	2,069,843	2,121,589	2,174,629	2,228,995	2,284,719	2,341,837	2,400,383	2,460,393
Grants & Contributions provided for Operating Purposes	10,178,000	8,004,905	7,942,633	7,595,371	7,251,469	7,411,001	7,574,043	7,740,672	7,910,967	8,085,008	8,262,878	8,444,661
Grants & Contributions provided for Capital Purposes	2,961,000	11,490,015	10,488,903	8,599,748	1,800,000	1,500,000	1,800,000	-	300,000	-	300,000	-
Interest & Investment Revenue	139,000	161,455	163,587	176,518	177,138	195,309	200,888	224,839	235,310	245,731	254,164	181,468
Other Income:												
Net Gains from the Disposal of Assets	15,000	120,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	97,000	147,910	149,741	151,615	153,533	155,979	158,479	161,034	163,646	166,317	169,047	169,892
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,866,000	34,714,593	34,087,111	32,381,476	25,975,568	26,674,211	28,026,736	26,816,244	27,704,734	28,005,912	28,918,123	29,160,571
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,210,000	8,881,165	9,317,382	9,464,867	9,653,686	9,846,107	10,042,383	10,242,594	10,446,816	10,655,131	10,867,621	11,084,973
Borrowing Costs	2,000	6,933	6,308	5,674	5,033	4,384	3,728	3,063	2,391	1,710	1,022	500
Materials & Contracts	5,146,000	6,682,423	6,971,088	7,211,432	7,439,285	7,446,549	7,586,800	7,889,418	8,181,896	8,453,732	8,700,402	8,798,901
Depreciation & Amortisation	6,752,000	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,056,000	827,325	846,450	866,024	886,057	906,560	927,544	949,021	971,001	993,498	1,016,523	1,036,854
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	21,172,000	23,362,539	24,105,921	24,512,690	24,948,754	25,166,292	25,525,149	26,048,789	26,566,797	27,068,764	27,550,260	27,885,921
Operating Result from Continuing Operations	4,694,000	11,352,054	9,981,189	7,868,786	1,026,815	1,505,919	2,501,587	767,455	1,137,937	937,148	1,367,863	1,274,650
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,694,000	11,352,054	9,981,189	7,868,786	1,026,815	1,505,919	2,501,587	767,455	1,137,937	937,148	1,367,863	1,274,650
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,733,000	(137,961)	(507,714)	(730,962)	(773,185)	5,919	701,587	767,455	837,937	937,148	1,067,863	1,274,650

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - GENERAL FUND Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,367,000	5,493,431	5,598,137	5,704,889	6,181,136	6,757,135	7,390,375	7,532,781	7,677,985	7,826,043	7,977,013	8,130,951
User Charges & Fees	3,899,000	4,545,930	4,696,475	4,849,823	4,956,544	5,065,614	5,177,084	5,291,007	5,407,437	5,526,429	5,648,039	5,772,326
Other Revenues	920,000	1,902,175	1,948,694	1,997,412	2,047,347	2,098,530	2,150,994	2,204,769	2,259,888	2,316,385	2,374,295	2,433,652
Grants & Contributions provided for Operating Purposes	10,014,000	8,004,905	7,942,633	7,595,371	7,251,469	7,411,001	7,574,043	7,740,672	7,910,967	8,085,008	8,262,878	8,444,661
Grants & Contributions provided for Capital Purposes	2,961,000	10,090,015	9,246,155	7,357,000	1,800,000	1,500,000	1,800,000	-	300,000	-	300,000	-
Interest & Investment Revenue	95,000	111,855	113,341	114,849	116,381	117,937	119,516	121,121	122,750	124,405	126,086	127,793
Other Income:												
Net Gains from the Disposal of Assets	43,000	120,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	97,000	147,910	149,741	151,615	153,533	155,979	158,479	161,034	163,646	166,317	169,047	169,892
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,405,000	30,416,221	29,695,175	27,770,958	22,506,409	23,106,196	24,370,491	23,051,383	23,842,672	24,044,587	24,857,358	25,079,276
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,210,000	8,065,124	8,499,991	8,629,862	8,801,799	8,977,182	9,156,080	9,338,565	9,524,706	9,714,579	9,908,258	10,106,423
Borrowing Costs	2,000	6,933	6,308	5,674	5,033	4,384	3,728	3,063	2,391	1,710	1,022	500
Materials & Contracts	3,696,000	5,389,504	5,694,791	5,910,886	6,114,028	6,071,112	6,210,706	6,487,178	6,753,013	6,972,700	7,216,705	7,287,015
Depreciation & Amortisation	6,016,000	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,056,000	827,325	846,450	866,024	886,057	906,560	927,544	949,021	971,001	993,498	1,016,523	1,036,854
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,986,000	20,556,992	21,315,647	21,680,552	22,075,023	22,227,345	22,566,164	23,045,932	23,519,218	23,950,593	24,410,614	24,698,897
Operating Result from Continuing Operations	4,419,000	9,859,229	8,379,528	6,090,406	431,386	878,851	1,804,327	5,450	323,455	93,994	446,744	380,379
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,419,000	9,859,229	8,379,528	6,090,406	431,386	878,851	1,804,327	5,450	323,455	93,994	446,744	380,379
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,458,000	(230,786)	(866,627)	(1,266,594)	(1,368,614)	(621,149)	4,327	5,450	23,455	93,994	146,744	380,379

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - WATER FUND Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	658,000	809,937	845,232	882,161	904,215	926,821	949,991	973,741	998,085	1,023,037	1,048,613	1,074,828
User Charges & Fees	680,000	1,020,690	1,112,552	1,140,366	1,168,875	1,198,097	1,228,049	1,258,751	1,290,219	1,322,475	1,355,537	1,389,425
Other Revenues	110,000	16,050	16,451	16,863	17,284	17,716	18,159	18,613	19,078	19,555	20,044	20,545
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	1,400,000	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	20,000	26,690	27,107	27,175	27,243	27,311	27,379	27,516	27,653	27,792	27,931	28,368
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,468,000	3,273,367	2,001,342	2,066,565	2,117,617	2,169,945	2,223,579	2,278,621	2,335,036	2,392,859	2,452,124	2,513,167
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	407,633	407,815	417,237	425,764	434,279	442,965	451,824	460,860	470,078	479,479	489,069
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	671,000	923,327	922,610	940,139	958,002	976,204	994,752	1,013,652	1,032,912	1,052,537	1,072,535	1,092,913
Depreciation & Amortisation	400,000	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	12,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,083,000	1,718,638	1,718,102	1,745,054	1,771,444	1,798,161	1,825,394	1,853,154	1,881,450	1,910,292	1,939,692	1,969,660
Operating Result from Continuing Operations	385,000	1,554,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432	543,507
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	385,000	1,554,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432	543,507
Net Operating Result before Grants and Contributions provided for Capital Purposes	385,000	154,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432	543,507

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - SEWER FUND												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	711,000	795,125	867,476	946,694	990,010	1,011,790	1,034,050	1,056,799	1,080,048	1,103,810	1,128,093	1,152,911
User Charges & Fees	118,000	202,130	252,269	314,932	322,806	330,876	339,148	347,626	356,317	365,225	374,356	383,715
Other Revenues	4,000	4,840	4,961	5,085	5,212	5,342	5,476	5,613	5,753	5,897	6,045	6,196
Grants & Contributions provided for Operating Purposes	164,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	1,242,748	1,242,748	-	-	-	-	-	-	-	-
Interest & Investment Revenue	24,000	22,910	23,139	34,494	33,514	50,062	53,993	76,202	84,907	93,534	100,147	25,307
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,021,000	1,025,005	2,390,593	2,543,954	1,351,542	1,398,071	1,432,666	1,486,241	1,527,025	1,568,466	1,608,641	1,568,128
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	408,408	409,576	417,768	426,123	434,645	443,338	452,205	461,249	470,474	479,884	489,481
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	779,000	369,592	353,687	360,407	367,254	399,232	381,343	388,588	395,971	428,495	411,161	418,973
Depreciation & Amortisation	336,000	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	16,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,131,000	1,086,909	1,072,172	1,087,083	1,102,287	1,142,787	1,133,590	1,149,702	1,166,130	1,207,878	1,199,954	1,217,364
Operating Result from Continuing Operations	(110,000)	(61,904)	1,318,421	1,456,870	249,256	255,284	299,076	336,538	360,896	360,588	408,687	350,765
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(110,000)	(61,904)	1,318,421	1,456,870	249,256	255,284	299,076	336,538	360,896	360,588	408,687	350,765
Net Operating Result before Grants and Contributions provided for Capital Purposes	(110,000)	(61,904)	75,673	214,122	249,256	255,284	299,076	336,538	360,896	360,588	408,687	350,765

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Balanced Approach (rolled over from V12 0 20/21 as base)

	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	2020/21	2021/22	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	15,359,284	17,069,195	16,776,911	18,080,788	18,344,627	19,070,169	18,640,136	18,655,775	18,961,899	19,128,715	21,469,324
Investments	13,250,000	9,637,246	8,887,246	8,837,461	8,837,461	8,837,461	8,837,461	8,962,461	9,212,461	9,462,461	9,712,461	9,712,461
Receivables	5,245,000	4,285,992	4,296,742	4,108,770	3,411,974	3,463,138	3,594,636	3,431,186	3,546,060	3,584,908	3,703,650	3,751,147
Inventories	981,000	903,711	945,499	975,078	1,002,884	997,009	1,016,117	1,053,960	1,090,347	1,120,418	1,153,817	1,163,441
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	133,000	107,761	113,384	117,470	121,338	120,949	123,733	128,897	133,886	138,084	142,713	144,284
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	19,609,000	30,293,994	31,312,067	30,815,690	31,454,444	31,763,186	32,642,116	32,216,641	32,638,529	33,267,770	33,841,356	36,240,658
Non-Current Assets												
Investments	-	3,341,246	2,591,246	2,541,461	2,541,461	2,541,461	2,541,461	2,666,461	2,916,461	3,166,461	3,416,461	3,416,461
Receivables	188,000	464,975	475,230	481,620	493,441	507,041	521,701	528,136	534,713	541,435	548,304	555,326
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	300,986,000	313,087,285	322,574,913	330,757,693	330,251,193	331,522,076	333,216,063	334,095,504	334,587,302	334,604,385	335,206,125	334,032,414
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Investments Accounted for using the equity method	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	301,277,000	316,996,506	325,744,389	333,883,774	333,389,095	334,673,578	336,382,225	337,393,101	338,141,476	338,415,281	339,273,891	338,107,201
TOTAL ASSETS	320,886,000	347,290,500	357,056,456	364,699,464	364,843,539	366,436,764	369,024,341	369,609,742	370,780,006	371,683,051	373,115,247	374,347,859
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,977,000	2,961,912	2,882,955	2,916,758	2,632,164	2,787,063	2,885,651	2,910,179	2,955,772	2,990,599	3,068,868	3,037,732
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,168,000	1,668,626	1,585,067	1,378,835	834,682	821,729	864,429	713,807	757,175	745,560	789,627	778,726
Lease liabilities	19,000	52,717	53,351	53,992	54,640	55,297	55,961	56,634	57,314	58,003	58,687	59,376
Borrowings	50,000	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076
Provisions	2,066,000	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,280,000	6,746,330	6,584,447	6,412,660	5,584,562	5,727,165	5,869,117	5,743,696	5,833,337	5,857,237	5,921,570	5,879,533
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	14,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Borrowings	500,000	445,192	391,841	337,850	283,209	227,912	171,951	115,317	58,003	-	-	-
Provisions	116,000	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	630,000	597,116	543,765	489,774	435,133	379,836	323,875	267,241	209,927	151,924	151,924	151,924
TOTAL LIABILITIES	5,910,000	7,343,447	7,128,213	6,902,435	6,019,696	6,107,001	6,192,992	6,010,937	6,043,264	6,009,162	6,073,495	6,031,457
Net Assets	314,976,000	339,947,054	349,928,243	357,797,029	358,823,844	360,329,763	362,831,350	363,598,805	364,736,741	365,673,889	367,041,752	368,316,402
EQUITY												
Retained Earnings	184,103,000	195,455,054	205,436,243	213,305,029	214,331,844	215,837,763	218,339,350	219,106,805	220,244,741	221,181,889	222,549,752	223,824,402
Revaluation Reserves	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	328,595,000	339,947,054	349,928,243	357,797,029	358,823,844	360,329,763	362,831,350	363,598,805	364,736,741	365,673,889	367,041,752	368,316,402
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	328,595,000	339,947,054	349,928,243	357,797,029	358,823,844	360,329,763	362,831,350	363,598,805	364,736,741	365,673,889	367,041,752	368,316,402

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - GENERAL FUND
Scenario: Balanced Approach (rolled over from V12 0 20/21 as base)

	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	12,750,000	15,142,717	16,534,668	17,553,989	17,505,527	17,850,543	17,152,701	17,040,830	17,282,860	17,473,119	17,473,119	19,013,987
Investments	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000
Receivables	4,408,000	3,494,574	3,159,360	2,435,465	2,462,725	2,569,732	2,381,190	2,470,357	2,482,867	2,574,625	2,594,476	2,594,476
Inventories	981,000	903,711	975,078	1,002,884	997,009	1,016,117	1,053,960	1,090,347	1,120,418	1,153,817	1,163,441	1,163,441
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	133,000	107,761	117,470	121,338	120,949	123,733	128,897	133,886	138,084	142,713	144,284	144,284
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	24,568,000	25,944,764	27,082,575	27,409,676	27,382,210	27,856,125	27,012,749	27,031,421	27,320,229	27,640,274	27,640,274	29,212,189
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	64,000	401,978	411,236	421,298	433,095	445,906	450,446	455,081	459,812	464,641	469,570	469,570
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	269,152,000	278,651,395	291,527,811	290,734,799	291,706,364	293,110,929	293,768,364	294,095,939	293,851,618	294,038,371	292,794,641	292,794,641
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Investments Accounted for using the equity method	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	269,319,000	279,156,373	292,042,047	291,259,098	292,242,459	293,659,834	294,321,810	294,654,020	294,414,429	294,606,012	293,367,211	293,367,211
TOTAL ASSETS	293,887,000	305,101,136	319,124,623	318,668,773	319,624,669	321,515,959	321,334,559	321,685,441	321,734,659	322,246,286	321,007,285	322,579,400
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,850,000	2,756,373	2,705,784	2,416,693	2,561,332	2,660,892	2,680,624	2,721,317	2,745,470	2,824,290	2,787,927	2,787,927
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,168,000	1,668,626	1,378,835	834,682	821,729	864,429	713,807	757,175	745,560	789,627	778,726	778,726
Lease liabilities	19,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	50,000	52,717	53,992	54,640	55,297	55,961	56,634	57,314	58,003	58,700	59,400	59,400
Provisions	2,066,000	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,153,000	6,540,792	6,201,686	5,369,092	5,501,434	5,644,358	5,514,141	5,598,882	5,612,109	5,676,993	5,676,993	5,629,728
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	14,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Borrowings	500,000	445,192	337,850	283,209	227,912	171,951	115,317	58,003	-	-	-	-
Provisions	116,000	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	630,000	597,116	489,774	435,133	379,836	323,875	267,241	209,927	151,924	151,924	151,924	151,924
TOTAL LIABILITIES	5,783,000	7,137,908	6,691,461	5,804,225	5,881,270	5,968,233	5,781,382	5,808,809	5,764,034	5,828,917	5,828,917	5,781,652
Net Assets	288,104,000	297,963,229	312,433,162	312,864,548	313,743,399	315,547,726	315,553,176	315,876,631	315,970,625	316,417,369	315,178,368	316,797,748
EQUITY												
Retained Earnings	157,151,000	167,010,229	181,480,162	181,911,548	182,790,399	184,594,726	184,600,176	184,923,631	185,017,625	185,464,369	185,844,748	185,844,748
Revaluation Reserves	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	288,104,000	297,963,229	312,433,162	312,864,548	313,743,399	315,547,726	315,553,176	315,876,631	315,970,625	316,417,369	316,797,748	316,797,748
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	288,104,000	297,963,229	312,433,162	312,864,548	313,743,399	315,547,726	315,553,176	315,876,631	315,970,625	316,417,369	316,417,369	316,797,748

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - WATER FUND Scenario: Balanced Approach (rolled over from V12 0 20/21 as base)												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	525,000	216,566	200,748	242,243	295,331	360,342	437,790	528,276	632,351	750,582	883,556	1,032,179
Investments	2,623,000	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500
Receivables	457,000	524,056	566,878	582,863	597,434	612,370	627,679	643,371	659,456	675,942	692,840	710,162
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,605,000	2,052,122	2,079,126	2,136,606	2,204,266	2,284,212	2,376,969	2,483,148	2,603,306	2,738,024	2,887,897	3,053,840
Non-Current Assets												
Investments	-	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500	1,311,500
Receivables	124,000	62,997	68,667	70,383	72,143	73,947	75,795	77,690	79,632	81,623	83,664	85,755
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,280,000	20,150,882	20,404,666	20,671,279	20,950,977	21,244,024	21,550,684	21,871,232	22,205,944	22,555,104	22,919,000	23,297,928
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,404,000	21,525,379	21,784,832	22,053,162	22,334,620	22,629,470	22,937,980	23,260,422	23,597,076	23,948,227	24,314,164	24,695,184
TOTAL ASSETS	22,009,000	23,577,501	23,863,958	24,189,768	24,538,886	24,913,682	25,314,949	25,743,569	26,200,382	26,686,250	27,202,061	27,749,024
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	108,000	121,772	124,990	129,289	132,234	135,246	138,329	141,482	144,709	148,011	151,389	154,846
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	108,000	121,772	124,990	129,289	132,234	135,246	138,329	141,482	144,709	148,011	151,389	154,846
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	108,000	121,772	124,990	129,289	132,234	135,246	138,329	141,482	144,709	148,011	151,389	154,846
Net Assets	21,901,000	23,455,729	23,738,969	24,060,479	24,406,652	24,778,436	25,176,620	25,602,087	26,055,673	26,538,239	27,050,672	27,594,178
EQUITY												
Retained Earnings	14,570,000	16,124,729	16,407,969	16,729,479	17,075,652	17,447,436	17,845,620	18,271,087	18,724,673	19,207,239	19,719,672	20,263,178
Revaluation Reserves	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	21,901,000	23,455,729	23,738,969	24,060,479	24,406,652	24,778,436	25,176,620	25,602,087	26,055,673	26,538,239	27,050,672	27,594,178
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	21,901,000	23,455,729	23,738,969	24,060,479	24,406,652	24,778,436	25,176,620	25,602,087	26,055,673	26,538,239	27,050,672	27,594,178

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - SEWER FUND
Scenario: Balanced Approach (rolled over from V12 0 20/21 as base)

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	344,000	-	165,456	-	231,467	478,758	781,836	959,159	982,594	928,458	772,039	1,423,158
Investments	4,331,000	2,029,746	1,279,746	1,229,961	1,229,961	1,229,961	1,229,961	1,354,961	1,604,961	1,854,961	2,104,961	2,104,961
Receivables	380,000	267,362	312,301	366,547	379,075	388,043	397,225	406,624	416,247	426,098	436,184	446,509
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,055,000	2,297,109	1,757,503	1,596,508	1,840,503	2,096,763	2,409,022	2,720,745	3,003,803	3,209,517	3,313,185	3,974,629
Non-Current Assets												
Investments	-	2,029,746	1,279,746	1,229,961	1,229,961	1,229,961	1,229,961	1,354,961	1,604,961	1,854,961	2,104,961	2,104,961
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	13,554,000	14,285,008	16,889,430	18,558,603	18,565,416	18,571,688	18,554,450	18,455,908	18,285,419	18,197,663	18,248,754	17,939,845
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	13,554,000	16,314,754	18,169,176	19,788,564	19,795,377	19,801,649	19,784,411	19,810,869	19,890,380	20,052,624	20,353,715	20,044,806
TOTAL ASSETS	18,609,000	18,611,863	19,926,679	21,385,073	21,635,880	21,898,412	22,193,433	22,531,614	22,894,183	23,262,142	23,666,900	24,019,435
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	19,000	83,767	80,162	81,685	83,237	90,485	86,430	88,072	89,746	97,117	93,189	94,959
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	19,000	83,767	80,162	81,685	83,237	90,485	86,430	88,072	89,746	97,117	93,189	94,959
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	19,000	83,767	80,162	81,685	83,237	90,485	86,430	88,072	89,746	97,117	93,189	94,959
Net Assets	18,590,000	18,528,096	19,846,517	21,303,387	21,552,643	21,807,927	22,107,003	22,443,541	22,804,437	23,165,025	23,573,711	23,924,476
EQUITY												
Retained Earnings	12,382,000	12,320,096	13,638,517	15,095,387	15,344,643	15,599,927	15,899,003	16,235,541	16,596,437	16,957,025	17,365,711	17,716,476
Revaluation Reserves	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	18,590,000	18,528,096	19,846,517	21,303,387	21,552,643	21,807,927	22,107,003	22,443,541	22,804,437	23,165,025	23,573,711	23,924,476
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	18,590,000	18,528,096	19,846,517	21,303,387	21,552,643	21,807,927	22,107,003	22,443,541	22,804,437	23,165,025	23,573,711	23,924,476

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,793,000	7,263,008	7,300,710	7,522,457	8,081,311	8,708,275	9,388,516	9,563,036	9,755,815	9,952,569	10,153,379	10,358,331
User Charges & Fees	3,663,000	6,827,014	5,957,188	6,221,564	6,409,098	6,554,544	6,703,302	6,855,446	7,011,054	7,170,205	7,332,980	7,499,463
Investment & Interest Revenue Received	122,000	113,179	153,889	176,245	167,620	183,688	189,478	226,574	232,426	242,805	250,785	173,342
Grants & Contributions	12,617,000	19,734,496	18,458,598	16,261,911	9,227,705	8,915,196	9,360,214	7,789,454	8,196,921	8,088,770	8,548,606	8,448,192
Bonds & Deposits Received	97,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,834,000	2,200,223	2,122,639	2,185,419	2,265,545	2,276,613	2,327,592	2,400,141	2,442,697	2,506,893	2,563,601	2,628,860
Payments:												
Employee Benefits & On-Costs	(8,086,000)	(9,006,801)	(9,313,522)	(9,463,474)	(9,652,691)	(9,845,092)	(10,041,348)	(10,241,538)	(10,445,739)	(10,654,032)	(10,866,500)	(11,083,833)
Materials & Contracts	(6,628,000)	(6,543,217)	(6,992,662)	(7,221,192)	(7,448,148)	(7,434,153)	(7,597,159)	(7,902,654)	(8,194,375)	(8,457,547)	(8,716,992)	(8,799,022)
Borrowing Costs	(2,000)	(5,930)	(6,414)	(5,782)	(5,142)	(4,494)	(3,839)	(3,176)	(2,505)	(1,826)	(1,139)	(500)
Bonds & Deposits Refunded	(14,000)	(554,217)	(824,437)	(848,553)	(867,918)	(891,065)	(909,458)	(928,875)	(950,601)	(973,271)	(995,594)	(1,019,823)
Other	(1,094,000)	(554,217)	(824,437)	(848,553)	(867,918)	(891,065)	(909,458)	(928,875)	(950,601)	(973,271)	(995,594)	(1,019,823)
Net Cash provided (or used in) Operating Activities	9,302,000	19,827,756	16,856,068	14,828,597	8,177,381	8,463,491	9,417,296	7,758,407	8,045,693	7,874,566	8,269,128	8,205,010
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	63,000,000	271,507	1,500,000	99,570	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	236,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(63,250,000)	-	-	-	-	-	-	(250,000)	(500,000)	(500,000)	(500,000)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(10,115,000)	(18,306,889)	(16,593,460)	(15,167,101)	(6,819,513)	(8,145,011)	(8,636,457)	(7,882,479)	(7,473,421)	(7,011,127)	(7,544,309)	(5,864,400)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	(2,500)	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(10,129,000)	(18,035,382)	(15,093,460)	(15,067,531)	(6,819,513)	(8,145,011)	(8,636,457)	(8,132,479)	(7,973,421)	(7,511,127)	(8,044,309)	(5,864,400)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	550,000	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(41,000)	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)	-
Repayment of lease liabilities (principal repayments)	(18,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	491,000	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)	-
Net Increase(Decrease) in Cash & Cash Equivalents	(336,000)	1,740,284	1,709,911	(292,284)	1,303,877	263,840	725,542	(430,033)	15,638	306,124	166,816	2,340,610
plus: Cash & Cash Equivalents - beginning of year	13,955,000	13,619,000	15,359,284	17,069,195	16,776,911	18,080,788	18,344,627	19,070,169	18,640,136	18,655,775	18,961,899	19,128,715
Cash & Cash Equivalents - end of the year	13,619,000	15,359,284	17,069,195	16,776,911	18,080,788	18,344,627	19,070,169	18,640,136	18,655,775	18,961,899	19,128,715	21,469,324
Cash & Cash Equivalents - end of the year	13,619,000	15,359,284	17,069,195	16,776,911	18,080,788	18,344,627	19,070,169	18,640,136	18,655,775	18,961,899	19,128,715	21,469,324
Investments - end of the year	13,250,000	12,978,493	11,478,493	11,378,922	11,378,922	11,378,922	11,378,922	11,628,922	12,128,922	12,628,922	13,128,922	13,128,922
Cash, Cash Equivalents & Investments - end of the year	26,869,000	28,337,776	28,547,688	28,155,833	29,459,710	29,723,550	30,449,092	30,269,059	30,784,697	31,590,822	32,257,637	34,598,247
Representing:												
- External Restrictions	10,938,000	10,014,059	8,663,697	8,440,166	8,724,721	9,037,023	9,417,549	9,935,358	10,562,867	11,126,962	11,603,518	12,403,260
- Internal Restrictions	13,355,000	13,117,215	13,212,017	12,856,819	13,761,621	12,593,423	12,807,225	11,998,027	11,915,541	12,201,343	12,455,145	12,777,947
- Unrestricted	2,576,000	5,206,502	6,671,974	6,858,849	6,973,368	8,093,104	8,224,318	8,335,674	8,306,289	8,262,517	8,198,974	9,417,040
26,869,000	28,337,776	28,547,688	28,155,833	29,459,710	29,723,550	30,449,092	30,449,092	30,269,059	30,784,697	31,590,822	32,257,637	34,598,247

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas

	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,642,338	5,601,184	5,707,997	6,194,998	6,773,902	7,408,808	7,536,926	7,692,211	7,830,353	7,981,407	8,135,432
User Charges & Fees	-	5,356,319	4,866,849	4,819,645	4,935,542	5,044,149	5,155,147	5,268,587	5,384,524	5,503,012	5,624,107	5,747,867
Investment & Interest Revenue Received	-	63,579	103,643	114,576	106,864	106,315	108,106	122,856	119,866	121,479	122,707	119,667
Grants & Contributions	-	18,334,496	17,215,850	15,019,163	9,227,705	8,915,196	9,360,214	7,789,454	8,196,921	8,088,770	8,548,606	8,448,192
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	2,121,548	2,103,737	2,164,240	2,243,836	2,254,361	2,304,784	2,376,763	2,419,734	2,482,332	2,538,426	2,603,055
Payments:												
Employee Benefits & On-Costs	-	(8,190,760)	(8,496,131)	(8,628,469)	(8,800,804)	(8,976,167)	(9,155,045)	(9,337,509)	(9,523,629)	(9,713,481)	(9,907,137)	(10,105,283)
Materials & Contracts	-	(5,314,154)	(5,712,624)	(5,923,063)	(6,125,354)	(6,066,883)	(6,217,956)	(6,503,020)	(6,768,148)	(6,984,887)	(7,230,387)	(7,289,946)
Borrowing Costs	-	(5,930)	(6,414)	(5,782)	(5,142)	(4,494)	(3,839)	(3,176)	(2,505)	(1,826)	(1,139)	(500)
Bonds & Deposits Refunded	-	(554,217)	(824,437)	(848,553)	(867,918)	(891,085)	(909,458)	(928,875)	(950,601)	(973,271)	(995,594)	(1,019,823)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	17,453,220	14,651,658	12,419,755	6,909,727	7,155,284	8,050,761	6,322,006	6,557,373	6,352,481	6,680,997	6,638,662
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(15,008,412)	(13,038,667)	(12,534,728)	(5,836,414)	(7,149,106)	(7,650,447)	(6,963,887)	(6,612,611)	(6,053,137)	(6,432,735)	(5,097,794)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(15,008,412)	(13,038,667)	(12,534,728)	(5,836,414)	(7,149,106)	(7,650,447)	(6,963,887)	(6,612,611)	(6,053,137)	(6,432,735)	(5,097,794)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,392,717	1,560,274	(168,323)	1,019,322	(48,462)	345,016	(697,842)	(111,871)	242,030	190,259	1,540,868
plus: Cash & Cash Equivalents - beginning of year	-	12,750,000	15,142,717	16,702,991	16,534,668	17,553,989	17,505,527	17,850,543	17,152,701	17,040,830	17,282,860	17,473,119
Cash & Cash Equivalents - end of the year	-	15,142,717	16,702,991	16,534,668	17,553,989	17,505,527	17,850,543	17,152,701	17,040,830	17,282,860	17,473,119	19,013,987
Cash & Cash Equivalents - end of the year	12,750,000	15,142,717	16,702,991	16,534,668	17,553,989	17,505,527	17,850,543	17,152,701	17,040,830	17,282,860	17,473,119	19,013,987
Investments - end of the year	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000
Cash, Cash Equivalents & Investments - end of the year	19,046,000	21,438,717	22,998,991	22,830,668	23,849,989	23,801,527	24,146,543	23,448,701	23,336,830	23,578,860	23,769,119	25,309,987
Representing:												
- External Restrictions	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000	3,115,000
- Internal Restrictions	13,117,215	13,117,215	13,212,017	12,856,819	13,761,621	12,593,423	12,807,225	11,998,027	11,915,541	12,201,343	12,455,145	12,777,947
- Unrestricted	2,576,000	5,206,502	6,671,974	6,858,849	6,973,368	8,093,104	8,224,318	8,335,674	8,306,289	8,262,517	8,198,974	9,417,040
19,046,000	21,438,717	22,998,991	22,830,668	23,849,989	23,801,527	24,146,543	23,448,701	23,336,830	23,578,860	23,769,119	25,309,987	

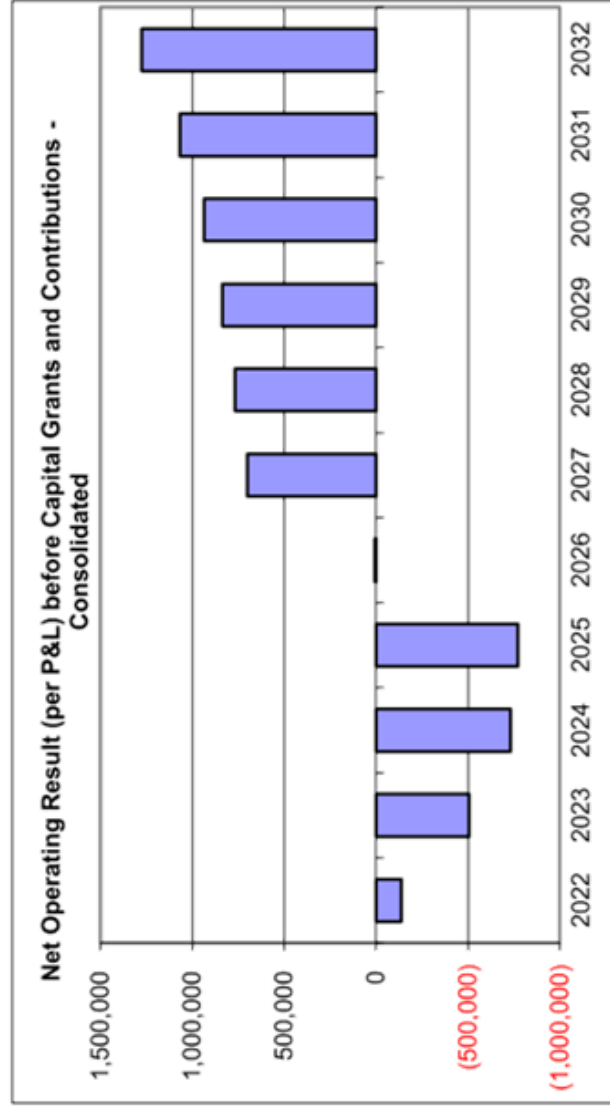
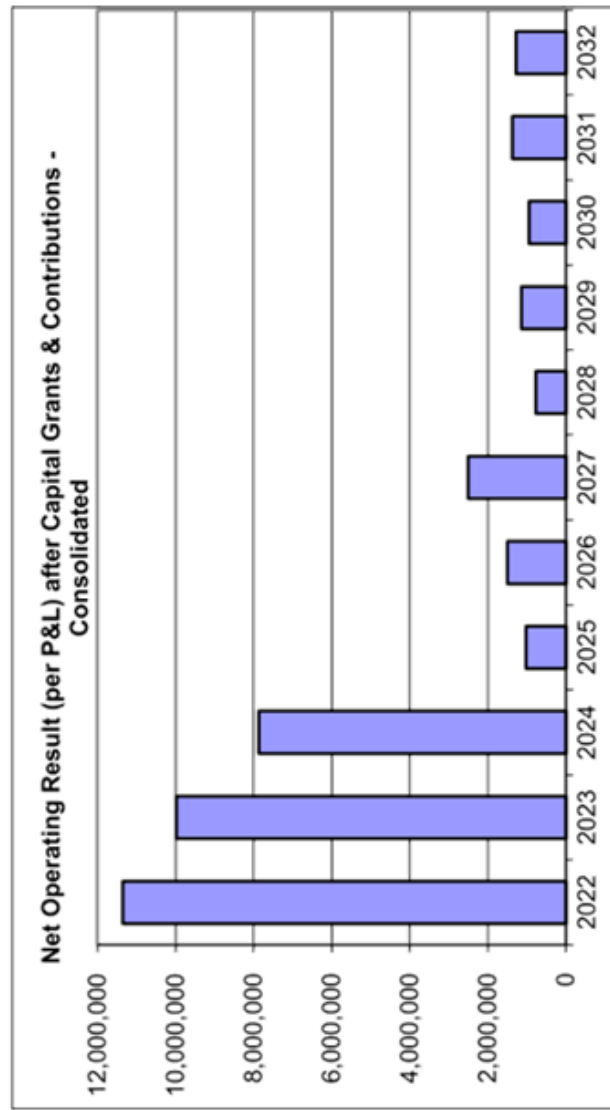
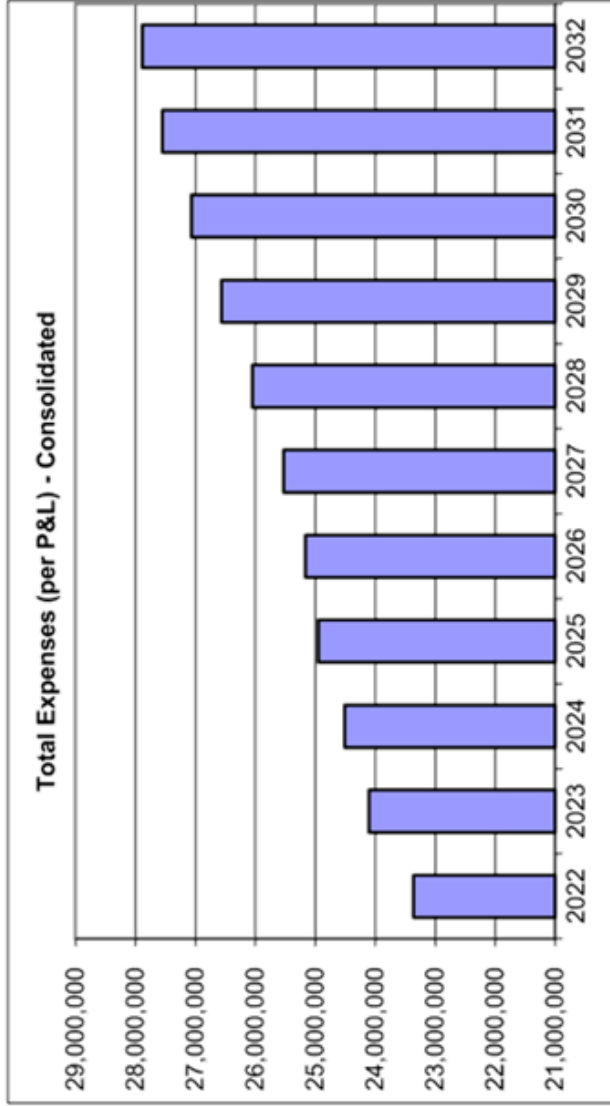
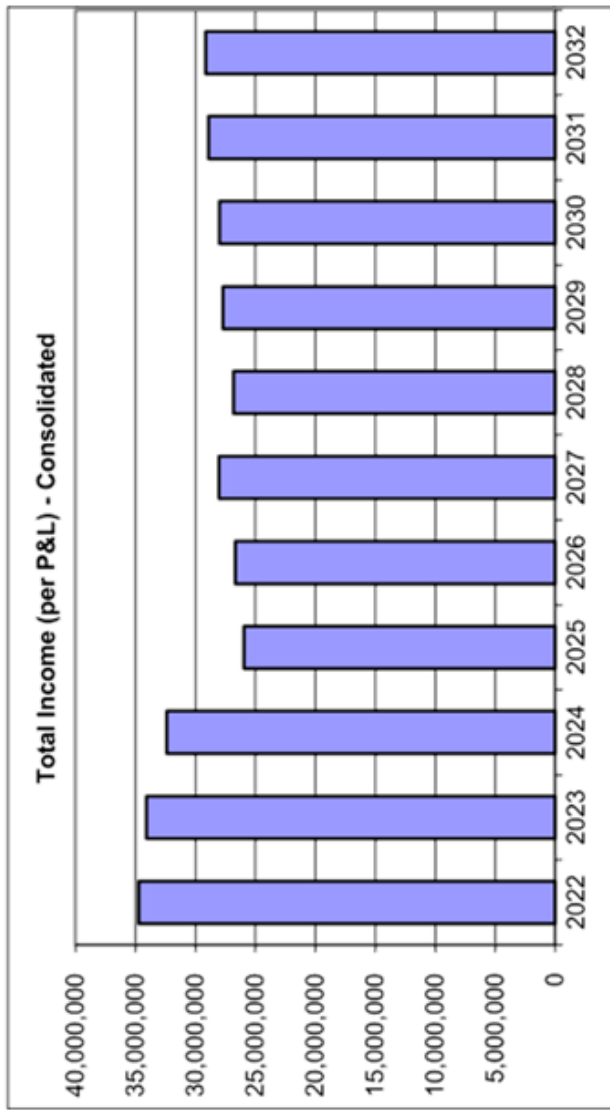
Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - WATER FUND
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas

	Actuals	Current Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	-	821,678	844,436	881,329	903,718	926,311	949,469	973,206	997,536	1,022,474	1,048,036	1,074,237	1,074,237
User Charges & Fees	-	959,794	1,070,621	1,127,670	1,155,862	1,184,759	1,214,377	1,244,737	1,275,855	1,307,752	1,340,446	1,373,957	1,373,957
Investment & Interest Revenue Received	-	26,690	27,107	27,175	27,243	27,311	27,379	27,516	27,653	27,792	27,931	28,068	28,368
Grants & Contributions	-	1,400,000	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	13,940	16,094	16,497	16,909	17,332	17,765	18,209	18,665	19,131	19,609	19,609
Other	-	73,835	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Employee Benefits & On-Costs	-	(407,633)	(407,815)	(417,237)	(425,764)	(434,279)	(442,965)	(451,824)	(460,860)	(470,078)	(479,479)	(489,069)	(489,069)
Materials & Contracts	-	(924,237)	(922,646)	(939,245)	(957,091)	(975,276)	(993,806)	(1,012,688)	(1,031,929)	(1,051,536)	(1,071,515)	(1,091,874)	(1,091,874)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,950,126	625,644	695,786	720,465	745,735	771,787	798,712	826,464	855,069	884,549	915,229	915,229
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,838)	(751,575)	(766,606)	(766,606)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,838)	(751,575)	(766,606)	(766,606)
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase(Decrease) in Cash & Cash Equivalents	-	(308,434)	(15,818)	41,495	53,088	65,011	77,448	90,486	104,074	118,231	132,975	148,622	148,622
plus: Cash & Cash Equivalents - beginning of year	-	525,000	216,566	200,748	242,243	295,331	360,342	437,790	528,276	632,351	750,582	883,556	883,556
Cash & Cash Equivalents - end of the year	-	216,566	200,748	242,243	295,331	360,342	437,790	528,276	632,351	750,582	883,556	1,032,179	1,032,179
Cash & Cash Equivalents - end of the year	525,000	216,566	200,748	242,243	295,331	360,342	437,790	528,276	632,351	750,582	883,556	1,032,179	1,032,179
Investments - end of the year	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000	2,623,000
Cash, Cash Equivalents & Investments - end of the year	3,148,000	2,839,566	2,823,748	2,865,243	2,918,331	2,983,342	3,060,790	3,151,276	3,255,351	3,373,582	3,506,556	3,655,179	3,655,179
Representing:													
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	3,148,000	2,839,566	2,823,748	2,865,243	2,918,331	2,983,342	3,060,790	3,151,276	3,255,351	3,373,582	3,506,556	3,655,179	3,655,179
- Unrestricted	3,148,000	2,839,566	2,823,748	2,865,243	2,918,331	2,983,342	3,060,790	3,151,276	3,255,351	3,373,582	3,506,556	3,655,179	3,655,179

Coonamble Shire Council
 10 Year Financial Plan for the Years ending 30 June 2032
 CASH FLOW STATEMENT - SEWER FUND
 Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas

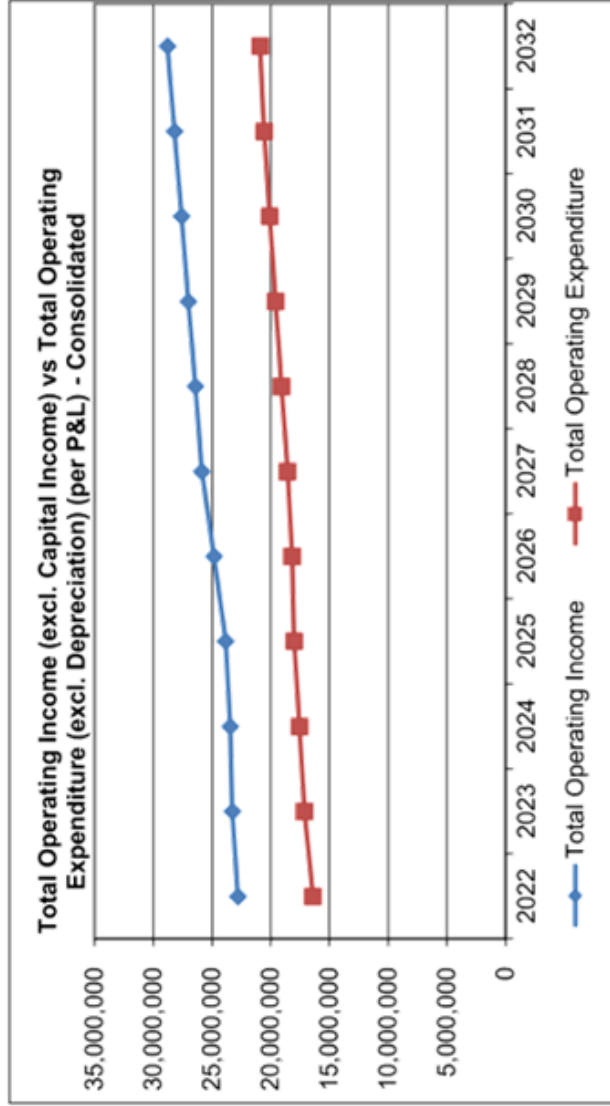
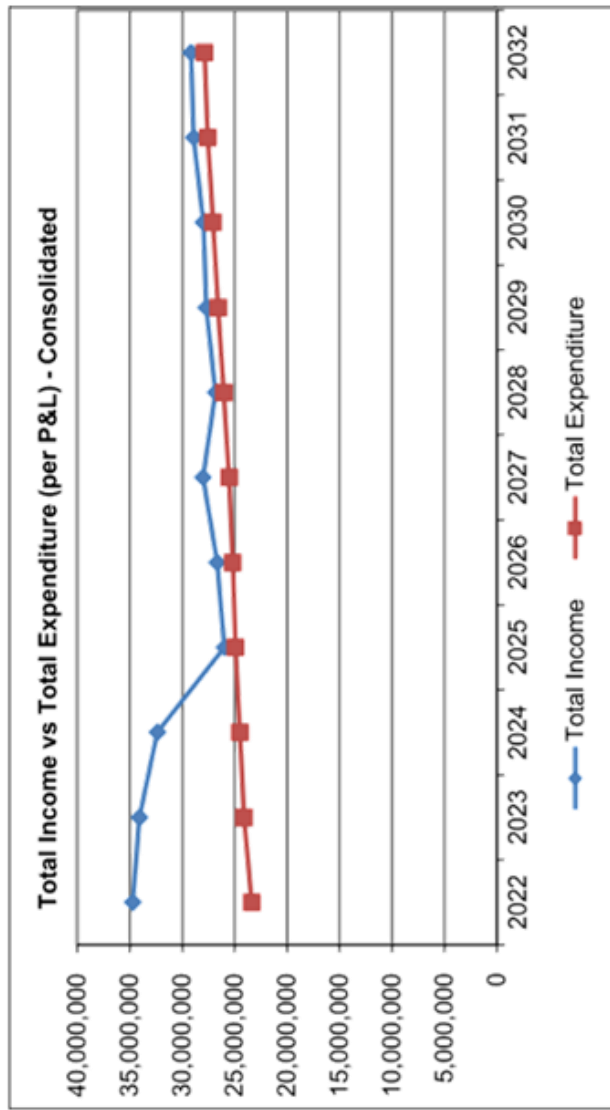
	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	798,992	855,089	933,131	982,594	1,008,061	1,030,239	1,052,904	1,076,068	1,099,741	1,123,936	1,148,662
User Charges & Fees	-	310,901	219,717	274,249	317,694	325,636	333,777	342,122	350,675	359,442	368,428	377,638
Investment & Interest Revenue Received	-	22,910	23,139	34,494	33,514	50,062	53,983	76,202	84,907	93,534	100,147	25,307
Grants & Contributions	-	-	1,242,748	1,242,748	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,840	4,961	5,085	5,212	5,342	5,476	5,613	5,753	5,897	6,045	6,196
Payments:												
Employee Benefits & On-Costs	-	(408,408)	(409,576)	(417,766)	(426,123)	(434,645)	(443,338)	(452,205)	(461,249)	(470,474)	(479,694)	(489,481)
Materials & Contracts	-	(304,825)	(357,292)	(358,884)	(365,702)	(391,985)	(385,397)	(386,946)	(394,298)	(421,124)	(415,090)	(417,203)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	424,410	1,578,787	1,713,056	547,189	562,472	594,749	637,690	661,855	667,017	703,582	651,119
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	271,507	1,500,000	99,570	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	(250,000)	(500,000)	(500,000)	(500,000)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,039,917)	(2,913,331)	(1,978,082)	(315,722)	(315,181)	(291,671)	(210,367)	(138,420)	(221,153)	(360,000)	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(768,410)	(1,413,331)	(1,878,512)	(315,722)	(315,181)	(291,671)	(460,367)	(638,420)	(721,153)	(860,000)	-
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(344,000)	165,456	(165,456)	231,467	247,291	303,078	177,323	23,435	(54,136)	(156,418)	651,119
Net Increase(Decrease) in Cash & Cash Equivalents	-	(344,000)	165,456	(165,456)	231,467	247,291	303,078	177,323	23,435	(54,136)	(156,418)	651,119
plus: Cash & Cash Equivalents - beginning of year	-	344,000	-	165,456	(0)	231,467	478,758	781,836	959,159	982,594	928,458	772,039
Cash & Cash Equivalents - end of the year	-	-	165,456	(0)	231,467	478,758	781,836	959,159	982,594	928,458	772,039	1,423,158
Cash & Cash Equivalents - end of the year	344,000	-	165,456	(0)	231,467	478,758	781,836	959,159	982,594	928,458	772,039	1,423,158
Investments - end of the year	4,331,000	4,059,493	2,559,493	2,459,922	2,459,922	2,459,922	2,459,922	2,709,922	3,209,922	3,709,922	4,209,922	4,209,922
Cash, Cash Equivalents & Investments - end of the year	4,675,000	4,059,493	2,724,948	2,459,922	2,691,389	2,938,681	3,241,759	3,669,082	4,192,517	4,638,380	4,981,962	5,633,081
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	4,675,000	4,059,493	2,724,948	2,459,922	2,691,389	2,938,681	3,241,759	3,669,082	4,192,517	4,638,380	4,981,962	5,633,081
- Unrestricted	4,675,000	4,059,493	2,724,948	2,459,922	2,691,389	2,938,681	3,241,759	3,669,082	4,192,517	4,638,380	4,981,962	5,633,081

**Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Balanced Approach (rolled over from V12 0 20/21 as base year)**
Income Statement Charts

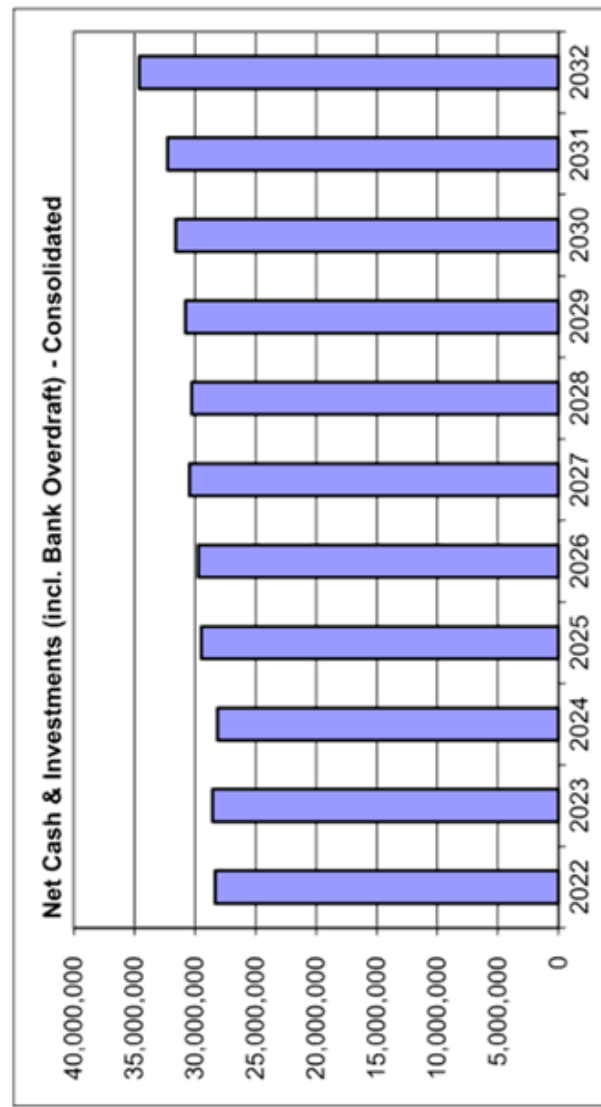
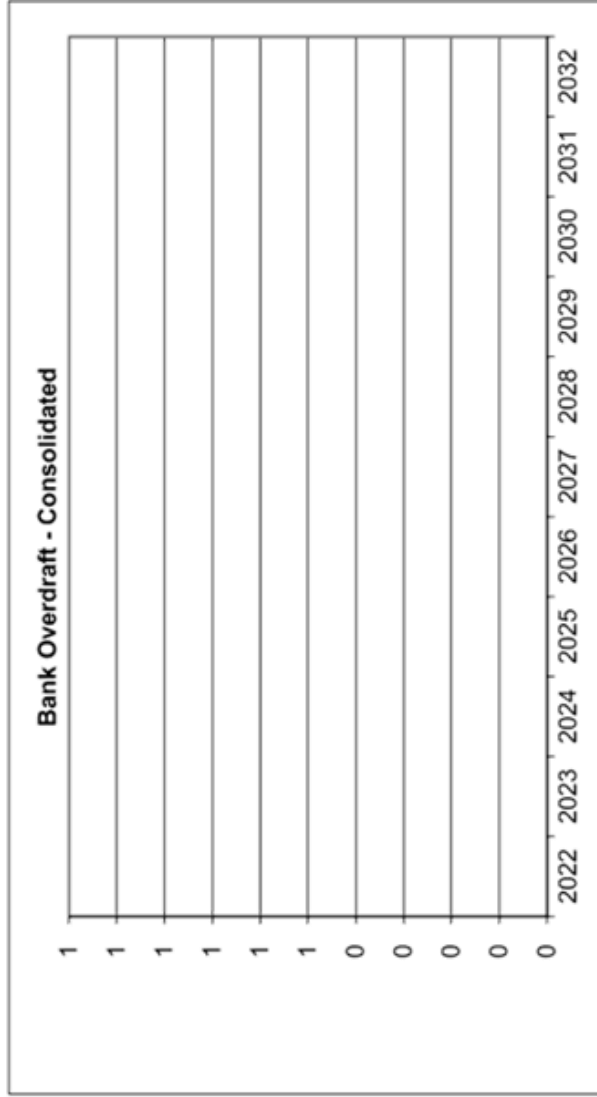
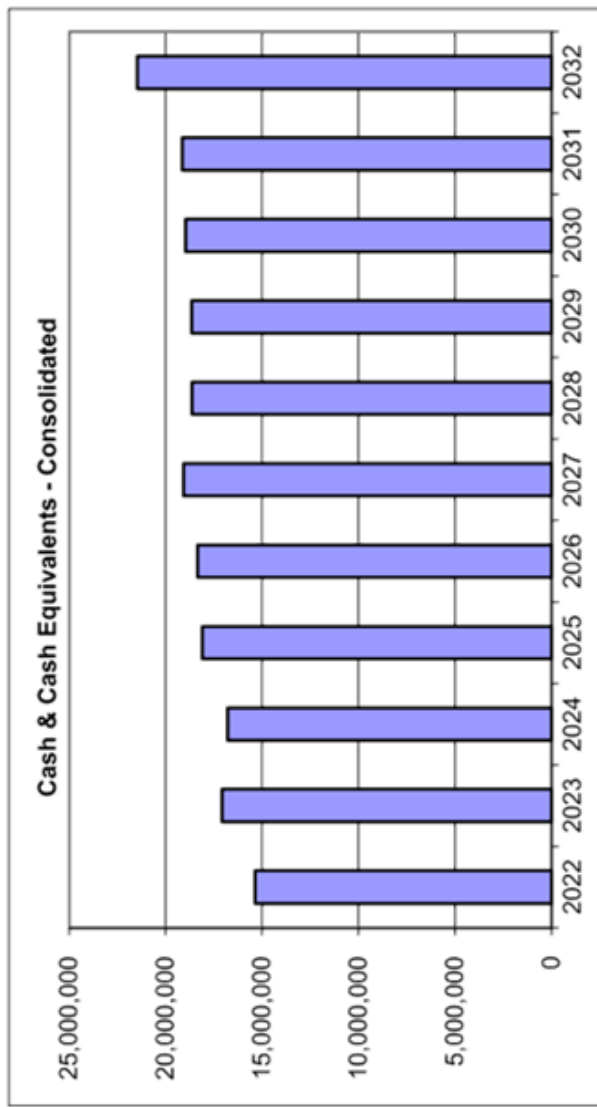


**Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Balanced Approach (rolled over from V12 0 20/21 as base year)**

Income Statement Charts



**Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Balanced Approach (rolled over from V12 0 20/21 as base year)**
Cash, Investment & Bank Overdraft Charts



**Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Balanced Approach (rolled over from V12 0 20/21 as base year)**
Cash Restrictions Charts

