



KEMPSEY
Shire Council

DRAFT



Long Term Financial Plan

2020 – 2030

www.kempsey.nsw.gov.au

Introduction

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

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

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

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



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

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

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

When developing the LTFP, consideration is given to:

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

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

The objectives of the Kempsey Shire Council LTFP are to:

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

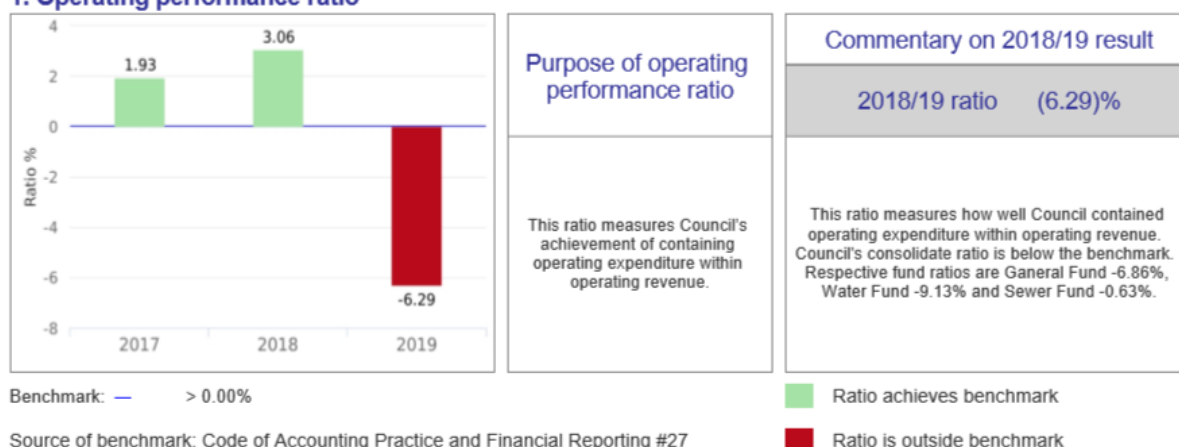
Current Financial Position

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

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

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

1. Operating performance ratio



Source: 2018-19 Annual Report.

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

Audited Financial Position

Council's audited financial reports for the year ended 30 June 2019 provide the starting point for reviewing the LTFP. The following tables summarise Council's most recently audited financial position:

Income Statement	2018-19 \$'000	2017-18 Restated \$'000
Income	80,174	145,528
Expenses	82,456	75,827
Net Operating Result for the Year	(2,282)	69,701
Net Operating Result before Grants and Contributions provided for Capital purposes	(12,232)	(2,856)

Statement of Financial Position	2018-19 \$'000	2017-18 Restated \$'000
Total Assets	1,146,505	1,147,747
Total Liabilities	56,060	59,766
Total Equity	1,090,445	1,087,981

Statement of Cash Flows	2018-19 \$'000	2017-18 \$'000
Cash, Cash Equivalents and Investments - Opening Balance	50,147	41,931
Cash, Cash Equivalents and Investments - Closing Balance	53,259	50,147
Movement for Year	3,112	8,216

Note: The above tables reflect consolidated financial results. The higher income and net operating result in 2017-18 was predominantly due to non-cash dedications from the RMS of various assets associated with the old Pacific Highway (Macleay Valley Way – Frederickton to Eungai) totalling \$58.8M. Council also received \$2.1M for the South Kempsey Village Bypass.

Financial Performance Indicators

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

Indicator	2018-19	2017-18 Restated	Benchmark
Operating performance ratio	(6.3)%	3.1%	> 0%
Own source operating revenue ratio	72.7%	37.3%	> 60%
Unrestricted current ratio	2.61	2.51	> 1.5
Debt service cover ratio	3.63	4.35	> 2.0
Rates and annual charges outstanding ratio	6.1%	6.1%	< 10%
Cash expense cover ratio	11.33	11.03	> 3.0
Building and infrastructure renewal ratio	60.2%	96.1%	> 100%
Infrastructure backlog ratio	11.5%	6.7%	< 2%
Asset maintenance	82.6%	86.0%	> 100%

Note: The above indicators reflect consolidated results. The Own Source Operating Revenue Ratio was negatively impacted by the non-cash dedications from RMS totalling \$58.8M in 2017-18. The ratio would have been consistent with prior years and exceeded benchmark without these dedications.

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

Longer Term Financial Position

The outlook of Council's Long-Term Financial Plan highlights continued significant challenges ahead for Council and requires a holistic improvement program to be implemented for Council to achieve financial sustainability. The goals as set out in the current 2020-21 to 2029-30 LTFP are:

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

On a consolidated basis Operating Surpluses have not been forecast within the 10-year LTFP. The LTFP forecasts accumulated Net Operating Deficits of \$37M (excluding Capital Grants and Contributions) from 2020/21 to 2029/30. This forecast result is consistent with actual historical financial results and represents current operating revenue and expenditure levels.

Financial Sustainability

In response to the forecast Net Operating Deficits, Council has developed a Financial Sustainability Strategy. 'The Strategy', has been developed to deliver a step change to the underpinning fundamentals of Council and deliver long term financial sustainability. Moving towards financial sustainability is achievable, however extensive consultation with the community will be required to define the community's expectations on delivery of best

value services. This combined with an innovative approach to delivering better practices and excelling in financial management will all contribute towards Council achieving financial sustainability.

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

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

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



A copy of the Financial Sustainability Strategy (2019-2023) and the Financial Sustainability Strategy Roadmap can be accessed on Council's website. Strong progress has been made over the past 12 months with Council implementing a range of new corporate business systems including a new finance system and making good progress in the implementation of asset management improvements (strategy, framework and systems). These are critical to Council being able to better manage its assets and overall financial performance. Council has established a Corporate Projects Team to implement the financial improvements initiatives needed to deliver the Financial Sustainability Strategy.

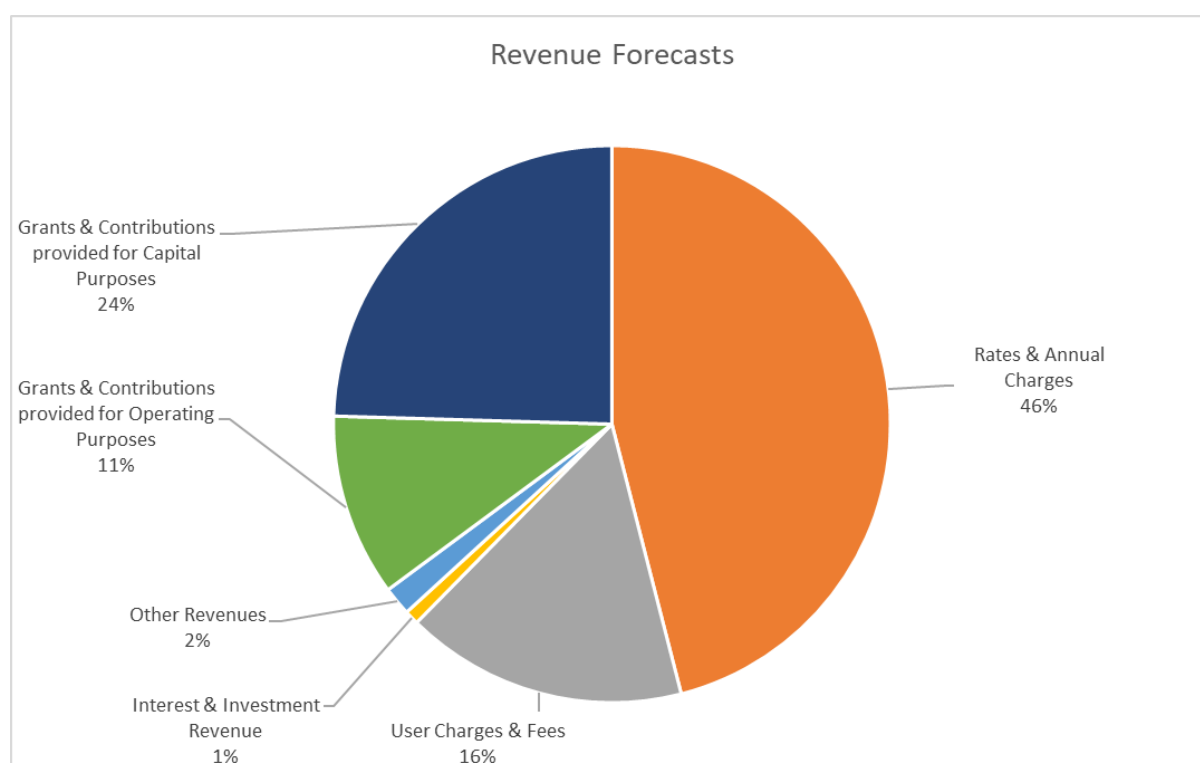
Assumptions

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

Planning Assumption	Assumption Basis
Population*	Population growth within the local government area has been forecast to remain static over the life of the LTFP. This is a conservative financial planning assumption for the purpose of the LTFP.
Economic Growth*	Economic growth within the local government area has been forecast to remain static over the life of the LTFP. This is a conservative financial planning assumption for the purpose of the LTFP.
Inflation	The LTFP is based on a CPI range supplied by New South Wales Treasury Corporation (TCorp) and has an average rate of 2.16% across the ten-year period. CPI was provided to 22/23 and is under 2%, and an estimate of 2.3% was provided for the remaining years. Wages have been forecast to grow at 3.5% representing indexation at 2.5% plus a 1.0% salary progression component. Rates has been forecast to grow at 2.6%. Discretionary fees and charges have been forecast to increase at CPI.
Interest Rate Movements	While inflation remains low, interest rates will also remain low. Borrowing costs have been estimated at 3.2% for all new loans. Existing loans are forecast at their existing rate.

Revenue Forecasts and Assumptions

The following chart shows the composition of Council's revenue for 2020-2021 and provides an indication of the reliance on the various revenue streams.



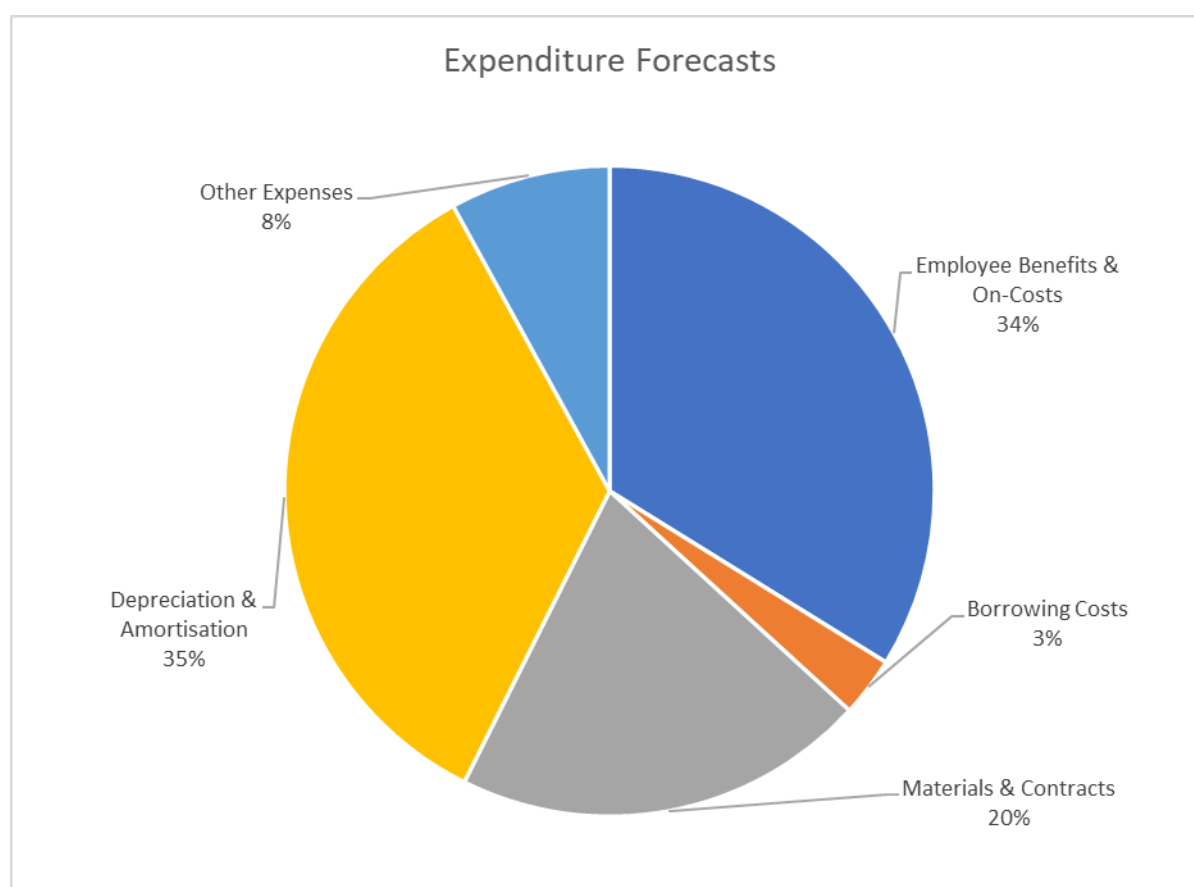
Key revenue related assumptions within the LTFP include the following:

Revenue area	Assumption Basis
Rates and Annual Charges	Rating is a major component of Council's revenue base, contributing approximately 46% of Council's revenue. The preparation of the LTFP includes an assessment of the community's capacity and willingness to pay rates and whether there is potential for change in that capacity. Council has undertaken several engagement strategies to talk to the community regarding the financial options available for Council to continue to meet the community's identified priorities in the long-term financial plan.
(i) General Fund	From 2020-21 onwards, the maximum expected rate peg amount of 2.6% has been applied in the planned scenario. Scenarios 1, 2 and 3 assume Special Rate Variations over three and five-year periods starting from 2021-22 to return the Net Operating Result (excluding Capital Grants and Contributions) from a deficit back to a surplus position.

Revenue area	Assumption Basis
(ii) Water Fund	An increase of 5% has been assumed to 24/25 and then reverts back to 3% thereafter.
(iii) Sewage Fund	An increase of 7% has been assumed to 24/25 and then reverts back to 3% thereafter.
User Charges and Fees	Council annually establishes its fees and charges in accordance with the provisions of the Local Government Act 1993. A review of fees and charges has been undertaken with most fees and charges increasing at or around the CPI assumption of 1.9%. Some fees and charges remained at 2019-20 levels due to legislative or other reasons, while certain categories of fees and charges increased by greater than CPI to reflect the cost of providing the service. A further detailed review of User Charges and Fees has been scheduled to occur during 2020-21 to ensure all fees and charges are set at appropriate levels.
Grants – Operating and Capital	Council receives general purpose Financial Assistance Grants from the Commonwealth Government along with other grants and subsidies specific to programs. The LTFP assumes that the Federal Government Financial Assistance and the Roads to Recovery Program will continue indefinitely based on the current arrangements. Other specific project grant income is included in the LTFP according to the year that the grant is forecast to be expended.
Interest on Investments	Interest on investments will vary depending on the amount of Council investments at any point in time. The LTFP calculates the interest on investments based on an average of the beginning and ending investment balance in any one year. An assumed interest rate range of 1.79 over the life of the plan has been applied to all of Council's investments.
Other Revenues	Other revenue income has been budgeted based on increases in line with the CPI forecast.

Expenditure Forecasts and Assumptions

The following chart shows the composition of Council's expenditure for 2020-2021. Much of Council's expenditure is regular and on-going.



Key expenditure related assumptions within the LTFP include the following:

Expenditure area	Assumption Basis
Employee Costs	Employee costs cover wages, all leave types, training, superannuation and associated costs. The LTFP assumes growth in employee costs of 3.5% per annum over the life of the LTFP. The 3.5% increase represents indexation of 2.5% and an average salary progression component of 1.0% per annum across the workforce.
Materials and Contracts	Materials and contracts costs cover all materials used in operational activities and major ongoing operational contracts, such as the domestic waste contract. These costs have been held at 2019-20 cost levels in the 2020-21 year and CPI has been applied for the remaining years. Holding these costs steady in the 2020-21 year enforces an efficiency target on Council to find savings equivalent to CPI.

Expenditure area	Assumption Basis
Depreciation	Council is required to revalue its assets on a five-year rolling program. The LTFP conservatively assumes that depreciation expense increases at CPI acknowledging that replacing historical assets will be more expensive in future years in line with potential future revaluations. Determining depreciation forecasts is currently the subject of industry debate given the annual revaluation processes and re-assessment of useful lives.
Borrowing Costs	Borrowing costs for each of Council's current loans have been calculated for each year and included in the LTFP. Borrowing costs for new loans assume an interest rate of 3.22%
Other Expenses	Generally, other expenses have been budgeted to increase in line with the CPI forecast.

Scenarios and Sensitivities

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

Sensitivity analysis looks at "what if" scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast, growth is half that forecast, or investment returns are 1% less than forecast in plan.

Should the assumptions be inaccurate, Council will need to reconsider the current strategies on expenditure and revenue and realign the LTFP to fund any changes in expenses or revenues.

The following includes key areas of assumptions for potential impact in the 2020-30 LTFP.

Rates and Annual Charges

Rates and annual charges make up approximately 46% of the budgeted 2020-2021 operating revenue for Council. Council is generally limited to a maximum increase for Rates and Annual Charges in line with the rate peg limit determined by the Independent Pricing and Regulatory Tribunal (IPART) unless approval is given for a Special Rate Variation (SRV) for General Fund rate income.

For 2020-21 and all subsequent years the rate peg of 2.6% has been applied in the proposed scenario for General Fund rates.

Investments and Interest on Investments

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

Grants and Contributions

Council relies on income from both grants and contributions. The Federal Government Financial Assistance and the Roads to Recovery grant programs combined constitute approximately 10% of Councils total revenue.

Money provided under the Roads to Recovery Program is not intended to replace council spending on roads but to assist councils in their local road construction or maintenance. The Roads to Recovery Program is based on a five-year program which is due to expire in 2021. However, due to the heavy reliance of this program throughout NSW, there has been much lobbying for the continuation of this program.

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

Employee Expenses

Employee costs make up 34% of the projected 2020-2021 operating expenditure. This is reflective of the service-based nature of a significant proportion of Councils activities as well as the construction and maintenance of the considerable infrastructure owned and operated by Council.

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

- Rising cost of employment
- Skills Shortage
- Staff turnover
- Attraction and retention of quality staff
- Projected superannuation increases
- Movements in rates of pay being determined through industry wide award negotiations.
- Award salary increases above CPI and rate pegging
- Changes in service levels

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

Materials and Contracts

Materials and contracts make up a significant portion of projected 2020-2021 operating expenditure. This is reflective of the considerable number of assets maintained by the Council and places the Council under considerable pressure from rising material costs including fuel. Any major unplanned increases in these costs will also impact on the LTFP. Local government expenditure usually includes relatively high levels of materials and contracts expenditure. This places the Council under considerable pressure if things such as oil prices rise which impacts on both fuel and material prices. In addition, any new assets constructed or acquired will also increase material and contracts expenditure due to increased maintenance requirements.

Council Capital Works Program

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

Scenarios

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

Scenario	Description	Rationale
Proposed case	Proposed case as per budget and LTFP assumptions	Scenario representing the current best estimate of actual revenue and expenditure forecasts. This is a conservative estimate and operational efficiencies resulting from the various initiatives being implemented by Council, including the Corporate Improvement Program, have not been included in the proposed case scenario
Scenario 1	Proposed case with assumed Special Rate Variation increases over 3 years from 2022-23 of 12.5% each year (including rate peg).	Represents increase in revenue required to return the General Fund back to a surplus / balanced budget position based on the current proposed case
Scenario 2	Proposed case with assumed Special Rate Variation increases over 5 years from 2022-23 of	Represents increase in revenue required to return the General Fund back to a surplus / balanced budget

Scenario	Description	Rationale
	8.5% each year (including rate peg).	position based on the current proposed case
Scenario 3	Proposed case adjusted for \$1M of operational savings from 2020/21 combined with assumed Special Rate Variation increases over 3 years from 2021-22 of 11.5% each year (including rate peg).	Represents increase in revenue required to return the General Fund back to a surplus / balanced budget position based on the current proposed case less an assumed \$1M of operational savings per annum from 2020-21 onwards

The scenarios have been included in the LTFP for illustrative purposes only. As detailed above, it is expected that Council's Corporate Improvement Program (CIP) will deliver efficiencies and operating expenditure reductions in future years, however, it is too early to accurately quantify and include these efficiencies / cost reductions in the LTFP. Several other strategies to address the Operating Deficit will continue to be investigated over the course of 2020-2021 before any of the scenarios are recommended.

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

Appendix 1

Ratios

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
KEY PERFORMANCE INDICATORS - CONSOLIDATED
Scenario: Proposed

		Current Year 2019/20	Projected Years									
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council's Target Benchmarks			● Within green benchmark (green min and/or green max) — Within green benchmark ● Within amber benchmark (amber min and/or amber max) ↗ above green maximum and below amber maximum ● Not within benchmark (amber min and/or amber max) ↘ below green minimum and above amber minimum ↑ above amber maximum ↓ below amber minimum									
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
	Actual Ratio	-3.68%	-9.79%	-5.20%	-4.33%	-4.07%	-3.10%	-3.28%	-3.29%	-3.14%	-2.92%	-2.72%
Own Source Operating Revenue Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	65.58%	64.32%	72.57%	74.51%	79.60%	81.85%	82.49%	82.67%	82.84%	83.02%	83.19%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
	Actual Ratio	1.96	1.80	1.69	1.55	1.57	1.39	1.36	1.42	1.26	1.20	1.19
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	4.21	3.75	3.84	3.71	3.05	3.09	2.85	2.70	2.66	2.81	3.22
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	6.25%	6.29%	6.30%	6.32%	6.33%	6.35%	6.34%	6.34%	6.34%	6.35%	6.35%
Cash Expense Cover Ratio 1)	Snapshot	● —	● ↓	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.90	2.92	2.75	2.79	2.83	3.08	3.52	4.27	5.36	5.78	6.63

Note: The asset related indicators are currently being reviewed as part of Council's *Corporate Improvement Program* (CIP). Additionally, the unrestricted current ratio is under review.

Appendix 2

Income Statement

Kempsey Shire Council 10 Year Financial Plan for the Years ending 30 June 2030 INCOME STATEMENT - CONSOLIDATED Scenario: Proposed												
	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	40,880	41,391	43,195	44,967	46,829	48,785	50,841	52,250	53,698	55,187	56,717	58,290
User Charges & Fees	17,267	15,403	15,386	15,970	16,590	17,251	17,942	18,426	18,923	19,434	19,959	20,498
Interest & Investment Revenue	1,576	1,080	778	798	820	843	866	891	917	944	972	1,001
Other Revenues	500	1,593	1,563	1,593	1,626	1,663	1,700	1,738	1,778	1,818	1,858	1,900
Grants & Contributions provided for Operating Purposes	11,146	17,181	10,750	11,397	11,584	11,790	12,000	12,215	12,435	12,660	12,890	13,125
Grants & Contributions provided for Capital Purposes	9,950	14,032	23,044	12,535	10,953	5,780	3,819	3,344	3,354	3,364	3,374	3,385
Total Income from Continuing Operations	81,319	90,679	94,715	87,261	88,403	86,110	87,168	88,864	91,104	93,406	95,770	98,200
Expenses from Continuing Operations												
Employee Benefits & On-Costs	22,934	24,398	26,616	27,477	28,366	29,293	30,251	31,241	32,264	33,321	34,413	35,543
Borrowing Costs	2,524	2,231	2,332	2,526	2,815	3,573	3,804	4,037	4,138	4,088	3,976	3,864
Materials & Contracts	19,382	19,215	16,199	14,151	14,445	14,770	15,103	15,442	15,790	16,145	16,508	16,880
Depreciation & Amortisation	26,406	26,767	27,257	27,793	28,372	29,011	29,664	30,331	31,014	31,712	32,426	33,156
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,540	6,855	6,286	6,663	6,801	6,954	7,111	7,271	7,434	7,602	7,773	7,948
Total Expenses from Continuing Operations	83,601	79,465	78,689	78,611	80,800	83,601	85,932	88,322	90,640	92,868	95,097	97,391
Operating Result from Continuing Operations	(2,282)	11,214	16,025	8,650	7,603	2,509	1,236	542	464	537	673	809
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(2,282)	11,214	16,025	8,650	7,603	2,509	1,236	542	464	537	673	809
Net Operating Result before Grants and Contributions provided for Capital Purposes	(12,232)	(2,818)	(7,018)	(3,885)	(3,350)	(3,270)	(2,583)	(2,802)	(2,890)	(2,826)	(2,701)	(2,576)

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	25,681	25,627	26,211	26,893	27,592	28,309	29,046	29,801	30,576	31,370	32,186	33,023
User Charges & Fees	8,166	8,802	8,669	6,799	6,941	7,097	7,258	7,421	7,589	7,760	7,935	8,114
Interest & Investment Revenue	1,417	905	608	618	629	641	652	664	676	688	700	713
Other Revenues	481	1,452	1,422	1,450	1,480	1,513	1,547	1,582	1,617	1,654	1,691	1,729
Grants & Contributions provided for Operating Purposes	10,675	16,155	10,022	10,655	10,826	11,015	11,208	11,405	11,607	11,813	12,024	12,240
Grants & Contributions provided for Capital Purposes	7,945	9,994	18,948	6,835	4,275	2,035	1,834	1,844	1,854	1,864	1,874	1,885
Total Income from Continuing Operations	54,365	60,935	63,880	53,250	51,744	50,610	51,544	52,717	53,918	55,149	56,411	57,704
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,870	19,530	21,519	22,203	22,908	23,645	24,406	25,192	26,004	26,843	27,709	28,605
Borrowing Costs	349	205	412	680	874	1,059	1,213	1,379	1,536	1,682	1,818	1,947
Materials & Contracts	13,683	12,891	8,446	6,248	6,378	6,522	6,669	6,819	6,972	7,129	7,289	7,453
Depreciation & Amortisation	16,645	16,522	16,824	17,149	17,505	17,899	18,302	18,714	19,135	19,565	20,005	20,456
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	65	5,831	5,318	5,676	5,794	5,924	6,058	6,194	6,333	6,476	6,622	6,771
Total Expenses from Continuing Operations	56,556	54,979	52,519	51,956	53,459	55,049	56,646	58,297	59,979	61,694	63,444	65,231
Operating Result from Continuing Operations	(2,191)	5,956	11,361	1,293	(1,715)	(4,438)	(5,102)	(5,580)	(6,061)	(6,545)	(7,033)	(7,528)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(2,191)	5,956	11,361	1,293	(1,715)	(4,438)	(5,102)	(5,580)	(6,061)	(6,545)	(7,033)	(7,528)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,136)	(4,038)	(7,587)	(5,542)	(5,391)	(6,473)	(6,336)	(7,424)	(7,315)	(8,409)	(8,907)	(9,412)

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	4,384	4,457	4,895	5,140	5,397	5,666	5,950	6,128	6,312	6,502	6,697	6,897
User Charges & Fees	7,801	7,406	7,696	8,081	8,485	8,909	9,354	9,635	9,924	10,222	10,528	10,844
Interest & Investment Revenue	118	150	145	153	162	171	181	191	202	214	227	241
Other Revenues	1	136	136	138	141	144	148	151	154	158	161	165
Grants & Contributions provided for Operating Purposes	353	308	313	319	326	333	340	348	356	364	372	381
Grants & Contributions provided for Capital Purposes	1,365	3,233	2,886	2,276	500	500	500	500	500	500	500	500
Total Income from Continuing Operations	14,022	15,690	16,050	16,107	15,010	15,724	16,473	16,953	17,449	17,959	18,486	19,028
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,069	2,408	2,512	2,600	2,691	2,785	2,882	2,983	3,087	3,195	3,307	3,422
Borrowing Costs	1,168	1,077	977	979	1,152	1,101	1,004	908	804	696	592	474
Materials & Contracts	2,900	3,460	4,036	4,113	4,199	4,293	4,390	4,489	4,590	4,693	4,799	4,907
Depreciation & Amortisation	5,467	5,814	5,920	6,045	6,171	6,311	6,453	6,599	6,747	6,900	7,055	7,214
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,307	506	500	510	520	532	544	556	569	581	595	608
Total Expenses from Continuing Operations	14,139	13,265	13,945	14,247	14,734	15,021	15,274	15,534	15,797	16,065	16,348	16,625
Operating Result from Continuing Operations	(117)	2,426	2,105	1,860	276	702	1,199	1,419	1,651	1,894	2,138	2,403
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(117)	2,426	2,105	1,860	276	702	1,199	1,419	1,651	1,894	2,138	2,403
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,482)	(807)	(760)	(416)	(224)	202	699	919	1,151	1,394	1,638	1,903

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	10,815	11,307	12,089	12,935	13,840	14,809	15,846	16,321	16,811	17,315	17,835	18,370
User Charges & Fees	1,300	1,195	1,021	1,091	1,165	1,245	1,330	1,369	1,410	1,452	1,495	1,540
Interest & Investment Revenue	41	25	25	27	29	31	33	36	39	41	45	48
Other Revenues	18	5	5	5	5	5	5	6	6	6	6	6
Grants & Contributions provided for Operating Purposes	118	717	415	423	432	442	451	462	472	483	493	505
Grants & Contributions provided for Capital Purposes	640	805	1,230	3,424	6,178	3,245	1,485	1,000	1,000	1,000	1,000	1,000
Total Income from Continuing Operations	12,932	14,054	14,784	17,904	21,649	19,777	19,151	19,193	19,737	20,297	20,874	21,468
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,095	2,459	2,585	2,674	2,767	2,863	2,963	3,066	3,173	3,283	3,397	3,516
Borrowing Costs	1,007	949	943	867	790	1,414	1,587	1,749	1,798	1,711	1,565	1,443
Materials & Contracts	2,799	2,864	3,717	3,789	3,868	3,955	4,044	4,135	4,228	4,323	4,420	4,520
Depreciation & Amortisation	4,294	4,431	4,512	4,599	4,695	4,801	4,909	5,019	5,132	5,248	5,366	5,486
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,168	518	468	477	487	498	509	521	532	544	557	569
Total Expenses from Continuing Operations	12,906	11,221	12,225	12,407	12,607	13,531	14,012	14,490	14,863	15,109	15,305	15,534
Operating Result from Continuing Operations	26	2,832	2,559	5,497	9,042	6,246	5,139	4,703	4,874	5,188	5,568	5,934
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	26	2,832	2,559	5,497	9,042	6,246	5,139	4,703	4,874	5,188	5,568	5,934
Net Operating Result before Grants and Contributions provided for Capital Purposes	(614)	2,028	1,329	2,073	2,864	3,001	3,654	3,703	3,874	4,188	4,568	4,934

Appendix 3

Financial Position

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - CONSOLIDATED
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,272	17,344	13,584	12,703	13,204	14,232	15,958	18,983	23,901	30,871	33,885	39,103
Investments	42,987	14,827	19,714	17,899	17,731	16,718	16,718	16,279	15,675	15,910	18,991	22,636
Receivables	8,926	7,790	8,132	7,742	7,895	8,084	8,402	8,628	8,866	9,098	9,338	9,588
Inventories	484	526	451	386	394	402	412	421	430	440	450	460
Other	56	194	169	154	157	161	165	168	172	176	180	184
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	62,725	40,780	42,050	38,883	39,382	39,598	41,654	44,480	49,045	56,495	62,844	71,971
Non-Current Assets												
Investments	-	25,227	19,714	17,899	17,731	16,718	16,718	16,279	15,675	15,910	18,991	22,636
Receivables	369	587	629	458	422	391	391	394	398	401	404	407
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,083,411	1,100,574	1,128,881	1,153,930	1,187,921	1,201,554	1,210,908	1,215,369	1,213,387	1,205,258	1,195,820	1,184,335
Total Non-Current Assets	1,083,780	1,126,388	1,149,224	1,172,287	1,206,074	1,218,664	1,228,017	1,232,043	1,229,460	1,221,568	1,215,216	1,207,378
TOTAL ASSETS	1,146,505	1,167,168	1,191,274	1,211,170	1,245,456	1,258,262	1,269,671	1,276,522	1,278,505	1,278,063	1,278,060	1,279,349
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,979	8,022	7,431	7,111	7,471	7,794	8,135	8,467	8,791	9,106	9,416	9,716
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,994	3,709	4,369	4,713	6,063	6,205	7,060	7,843	8,333	8,026	6,860	7,778
Provisions	6,681	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	15,654	18,741	18,811	18,834	20,545	21,009	22,205	23,320	24,134	24,142	23,286	24,505
Non-Current Liabilities												
Payables	676	1,076	938	856	873	893	913	934	955	976	998	1,021
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	37,901	44,193	52,341	63,646	88,800	98,413	107,370	112,544	113,228	112,219	112,376	111,615
Provisions	1,829	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Non-Current Liabilities	40,406	46,768	54,779	66,001	90,973	100,806	109,783	114,977	115,683	114,695	114,874	114,136
TOTAL LIABILITIES	56,060	65,510	73,589	84,835	111,518	121,815	131,988	138,298	139,817	138,837	138,161	138,641
Net Assets	1,090,445	1,101,659	1,117,684	1,126,335	1,133,938	1,136,447	1,137,683	1,138,225	1,138,689	1,139,226	1,139,899	1,140,708
EQUITY												
Retained Earnings	447,517	458,731	474,756	483,407	491,010	493,519	494,755	495,297	495,761	496,298	496,971	497,780
Revaluation Reserves	642,928	642,928	642,928	642,928	642,928	642,928	642,928	642,928	642,928	642,928	642,928	642,928
Council Equity Interest	1,090,445	1,101,659	1,117,684	1,126,335	1,133,938	1,136,447	1,137,683	1,138,225	1,138,689	1,139,226	1,139,899	1,140,708
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,090,445	1,101,659	1,117,684	1,126,335	1,133,938	1,136,447	1,137,683	1,138,225	1,138,689	1,139,226	1,139,899	1,140,708

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,778	11,058	8,230	7,978	8,098	8,756	8,223	9,168	11,479	10,557	9,955	10,265
Investments	22,991	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496
Receivables	5,335	3,800	3,998	3,387	3,308	3,251	3,308	3,384	3,467	3,540	3,615	3,696
Inventories	484	526	451	386	394	402	412	421	430	440	450	460
Other	50	194	169	154	157	161	165	168	172	176	180	184
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	38,644	27,074	24,344	23,401	23,452	24,066	23,603	24,637	27,044	26,209	25,696	26,101
Non-Current Assets												
Investments	-	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496	11,496
Receivables	369	587	629	458	422	391	391	394	398	401	404	407
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	766,173	782,304	804,517	813,027	817,938	818,165	819,185	817,909	814,452	813,414	811,343	807,502
Total Non-Current Assets	766,542	794,386	816,641	824,980	829,855	830,052	831,072	829,799	826,345	825,311	823,242	819,405
TOTAL ASSETS	805,186	821,460	840,985	848,380	853,308	854,117	854,675	854,436	853,389	851,519	848,938	845,507
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,791	7,841	7,223	6,899	7,254	7,572	7,908	8,235	8,554	8,863	9,168	9,463
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,157	1,097	1,509	1,748	2,107	1,714	2,023	2,343	2,673	2,892	3,239	3,598
Provisions	6,681	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010	7,010
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	12,629	15,949	15,742	15,657	16,372	16,296	16,941	17,588	18,237	18,765	19,417	20,071
Non-Current Liabilities												
Payables	676	1,076	938	856	873	893	913	934	955	976	998	1,021
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,618	10,545	19,054	25,324	31,234	36,538	41,532	46,206	50,551	54,676	58,455	61,874
Provisions	1,829	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Non-Current Liabilities	6,123	13,121	21,492	27,679	33,607	38,931	43,945	48,640	53,005	57,152	60,953	64,395
TOTAL LIABILITIES	18,752	29,070	37,234	43,336	49,979	55,227	60,886	66,228	71,242	75,917	80,370	84,466
Net Assets	786,434	792,390	803,751	805,044	803,329	798,891	793,788	788,208	782,147	775,602	768,569	761,041
EQUITY												
Retained Earnings	342,117	348,073	359,434	360,727	359,012	354,574	349,471	343,891	337,830	331,285	324,252	316,724
Revaluation Reserves	444,317	444,317	444,317	444,317	444,317	444,317	444,317	444,317	444,317	444,317	444,317	444,317
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	786,434	792,390	803,751	805,044	803,329	798,891	793,788	788,208	782,147	775,602	768,569	761,041
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	786,434	792,390	803,751	805,044	803,329	798,891	793,788	788,208	782,147	775,602	768,569	761,041

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	262	1,000	1,000	1,724	2,106	2,476	4,482	6,815	9,422	12,314	15,929	20,837
Investments	9,696	3,431	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068
Receivables	2,321	2,876	3,009	3,151	3,301	3,458	3,623	3,729	3,839	3,952	4,068	4,187
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	12,279	7,307	7,077	7,944	8,475	9,002	11,173	13,612	16,329	19,333	23,065	28,093
Non-Current Assets												
Investments	-	3,431	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	198,941	201,255	205,203	212,760	211,894	210,338	207,540	204,597	201,504	198,280	194,860	191,300
Total Non-Current Assets	198,941	204,687	208,271	215,829	214,962	213,406	210,608	207,665	204,572	201,328	197,928	194,369
TOTAL ASSETS	211,220	211,994	215,348	223,772	223,437	222,409	221,781	221,277	220,902	220,661	220,993	222,462
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	107	111	125	127	130	133	136	139	142	145	148	152
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,632	1,265	1,438	1,614	1,734	1,830	1,926	2,030	2,138	1,809	938	1,398
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,739	1,376	1,562	1,741	1,863	1,962	2,062	2,169	2,280	1,954	1,086	1,549
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	17,993	16,704	17,767	24,153	23,419	21,589	19,663	17,633	15,495	13,686	12,748	11,350
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	17,993	16,704	17,767	24,153	23,419	21,589	19,663	17,633	15,495	13,686	12,748	11,350
TOTAL LIABILITIES	19,732	18,081	19,329	25,894	25,282	23,552	21,725	19,802	17,775	15,640	13,834	12,900
Net Assets	191,488	193,914	196,019	197,879	198,155	198,857	200,056	201,475	203,127	205,021	207,159	209,562
EQUITY												
Retained Earnings	58,146	60,572	62,677	64,537	64,813	65,515	66,714	68,133	69,785	71,679	73,817	76,220
Revaluation Reserves	133,342	133,342	133,342	133,342	133,342	133,342	133,342	133,342	133,342	133,342	133,342	133,342
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	191,488	193,914	196,019	197,879	198,155	198,857	200,056	201,475	203,127	205,021	207,159	209,562
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	191,488	193,914	196,019	197,879	198,155	198,857	200,056	201,475	203,127	205,021	207,159	209,562

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	232	5,286	4,353	3,000	3,000	3,000	3,253	3,000	3,000	8,000	8,000	8,000
Investments	10,300	-	5,150	3,335	3,168	2,154	2,154	1,715	1,112	1,346	4,428	8,072
Receivables	1,270	1,113	1,126	1,203	1,287	1,376	1,471	1,515	1,560	1,607	1,655	1,704
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,802	6,399	10,629	7,539	7,454	6,530	6,878	6,230	5,672	10,953	14,082	17,776
Non-Current Assets												
Investments	-	10,300	5,150	3,335	3,168	2,154	2,154	1,715	1,112	1,346	4,428	8,072
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	118,297	117,015	119,162	128,143	158,089	173,051	184,183	192,863	197,431	193,584	189,618	185,532
Total Non-Current Assets	118,297	127,315	124,312	131,478	161,257	175,205	186,337	194,579	198,543	194,930	194,046	193,604
TOTAL ASSETS	130,099	133,715	134,941	139,017	168,711	181,735	193,215	200,809	204,214	205,883	208,128	211,381
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	81	70	84	85	87	89	91	93	95	97	100	102
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,205	1,347	1,423	1,351	2,223	2,662	3,111	3,470	3,522	3,325	2,683	2,783
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,286	1,416	1,506	1,436	2,310	2,751	3,202	3,564	3,617	3,422	2,783	2,885
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,290	16,943	15,520	14,170	33,947	40,286	46,174	48,704	47,182	43,857	41,174	38,391
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,290	16,943	15,520	14,170	33,947	40,286	46,174	48,704	47,182	43,857	41,174	38,391
TOTAL LIABILITIES	17,576	18,359	17,027	15,606	36,257	43,036	49,377	52,268	50,799	47,280	43,957	41,276
Net Assets	112,523	115,355	117,914	123,411	132,454	138,700	143,838	148,542	153,415	158,603	164,171	170,105
EQUITY												
Retained Earnings	47,254	50,086	52,645	58,142	67,185	73,431	78,569	83,273	88,146	93,334	98,902	104,836
Revaluation Reserves	65,269	65,269	65,269	65,269	65,269	65,269	65,269	65,269	65,269	65,269	65,269	65,269
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	112,523	115,355	117,914	123,411	132,454	138,700	143,838	148,542	153,415	158,603	164,171	170,105
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	112,523	115,355	117,914	123,411	132,454	138,700	143,838	148,542	153,415	158,603	164,171	170,105

Appendix 4

Cash Flow Statement

Kempsey Shire Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Proposed												
	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	40,109	41,191	43,055	44,840	46,695	48,644	50,693	52,153	53,599	55,085	56,612	58,182
User Charges & Fees	16,405	16,057	15,360	15,833	16,446	17,098	17,781	18,323	18,817	19,325	19,847	20,383
Interest & Investment Revenue Received	1,493	1,137	782	803	817	840	868	887	908	947	974	1,000
Grants & Contributions	16,793	31,362	33,623	24,627	22,682	17,693	15,619	15,546	15,776	16,011	16,251	16,496
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	4,011	1,851	1,510	1,719	1,645	1,676	1,689	1,725	1,764	1,803	1,844	1,885
Payments:												
Employee Benefits & On-Costs	(22,759)	(24,398)	(26,616)	(27,477)	(28,366)	(29,293)	(30,251)	(31,241)	(32,264)	(33,321)	(34,413)	(35,543)
Materials & Contracts	(22,918)	(16,180)	(17,160)	(14,715)	(14,312)	(14,623)	(14,952)	(15,288)	(15,632)	(15,984)	(16,344)	(16,711)
Borrowing Costs	(2,457)	(2,003)	(2,000)	(2,284)	(2,682)	(3,391)	(3,607)	(3,851)	(3,964)	(3,927)	(3,823)	(3,724)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,926)	(6,855)	(6,286)	(6,663)	(6,801)	(6,954)	(7,111)	(7,271)	(7,434)	(7,602)	(7,773)	(7,948)
Net Cash provided (or used in) Operating Activities	27,751	42,162	42,268	36,683	36,223	31,692	30,930	30,983	31,568	32,337	33,175	34,021
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,833	726	3,629	336	2,026	-	878	1,208	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,214	-	1,085	526	666	468	619	652	504	627	690	456
Payments:												
Purchase of Investment Securities	(11,487)	-	-	-	-	-	-	-	-	(469)	(6,163)	(7,289)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(21,540)	(43,930)	(56,648)	(63,368)	(63,029)	(43,112)	(39,636)	(35,445)	(29,536)	(24,210)	(23,679)	(22,127)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(92)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(31,905)	(41,097)	(54,837)	(49,213)	(62,027)	(40,618)	(39,017)	(33,915)	(27,824)	(24,052)	(29,152)	(28,960)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000	12,500	16,000	31,000	16,000	16,000	13,000	9,000	7,000	7,000	7,000
Payments:												
Repayment of Borrowings & Advances	(4,221)	(3,993)	(3,692)	(4,352)	(4,695)	(6,046)	(6,187)	(7,043)	(7,826)	(8,316)	(8,009)	(6,843)
Net Cash Flow provided (used in) Financing Activities	(4,221)	6,007	8,808	11,648	26,305	9,954	9,813	5,957	1,174	(1,316)	(1,009)	157
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,375)	7,072	(3,781)	(681)	501	1,028	1,725	3,025	4,918	6,970	3,014	5,218
plus: Cash, Cash Equivalents & Investments - beginning of year	18,647	10,272	17,344	13,584	12,703	13,204	14,232	15,958	18,983	23,901	30,871	33,885
Cash & Cash Equivalents - end of the year	10,272	17,344	13,563	12,703	13,204	14,232	15,958	18,983	23,901	30,871	33,885	39,103
Cash & Cash Equivalents - end of the year	10,272	17,344	13,563	12,703	13,204	14,232	15,958	18,983	23,901	30,871	33,885	39,103
Investments - end of the year	42,987	40,154	39,428	35,798	35,463	33,436	33,436	32,558	31,351	31,820	29,983	45,272
Cash, Cash Equivalents & Investments - end of the year	53,259	57,498	53,011	48,501	48,667	47,668	49,394	51,541	55,252	62,691	71,868	84,375
Representing:												
- External Restrictions	37,433	39,430	36,150	31,643	31,872	30,753	33,227	34,486	37,378	45,036	55,009	69,206
- Internal Restrictions	15,284	13,364	15,361	15,358	15,294	15,416	14,667	15,556	16,374	16,154	14,459	13,669
- Unrestricted	542	4,704	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
	53,259	57,498	53,011	48,501	48,667	47,668	49,394	51,541	55,252	62,691	71,868	84,375

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years 2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	25,404	26,179	26,855	27,553	28,270	29,005	29,759	30,533	31,326	32,141	32,977
User Charges & Fees	-	7,747	6,881	6,787	6,928	7,083	7,243	7,407	7,574	7,745	7,920	8,099
Interest & Investment Revenue Received	-	982	612	623	626	638	654	660	667	691	702	711
Grants & Contributions	-	26,300	28,799	18,186	15,246	13,174	13,043	13,237	13,448	13,664	13,885	14,111
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,839	1,369	1,581	1,504	1,533	1,543	1,575	1,611	1,647	1,684	1,722
Payments:												
Employee Benefits & On-Costs	-	(19,530)	(21,519)	(22,203)	(22,908)	(23,645)	(24,406)	(25,192)	(26,004)	(26,843)	(27,709)	(28,605)
Materials & Contracts	-	(9,849)	(9,435)	(6,817)	(6,249)	(6,379)	(6,523)	(6,670)	(6,820)	(6,973)	(7,130)	(7,290)
Borrowing Costs	-	23	(80)	(438)	(640)	(876)	(1,016)	(1,194)	(1,362)	(1,520)	(1,665)	(1,807)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(5,831)	(5,318)	(5,676)	(5,794)	(5,924)	(6,058)	(6,194)	(6,333)	(6,476)	(6,622)	(6,771)
Net Cash provided (or used in) Operating Activities	-	27,065	27,289	18,897	16,267	13,874	13,486	13,389	13,313	13,262	13,206	13,147
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	-	-	1,085	526	666	468	619	652	504	627	690	456
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(32,652)	(40,122)	(26,185)	(23,083)	(18,594)	(19,941)	(18,090)	(16,181)	(19,155)	(18,624)	(17,072)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(32,652)	(39,037)	(25,658)	(22,416)	(18,126)	(19,322)	(17,438)	(15,677)	(18,528)	(17,934)	(16,615)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	8,000	10,000	8,000	8,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Payments:												
Repayment of Borrowings & Advances	-	(1,132)	(1,080)	(1,491)	(1,731)	(2,090)	(1,696)	(2,006)	(2,326)	(2,656)	(2,874)	(3,222)
Net Cash Flow provided (used in) Financing Activities	-	6,868	8,920	6,509	6,269	4,910	5,304	4,994	4,674	4,344	4,126	3,778
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,280	(2,828)	(252)	120	658	(533)	945	2,311	(921)	(602)	310
plus: Cash, Cash Equivalents & Investments - beginning of year	-	9,778	11,058	8,230	7,978	8,098	8,756	8,223	9,168	11,479	10,557	9,955
Cash & Cash Equivalents - end of the year	-	11,058	8,230	7,978	8,098	8,756	8,223	9,168	11,479	10,557	9,955	10,265
Cash & Cash Equivalents - end of the year	9,778	11,058	8,230	7,978	8,098	8,756	8,223	9,168	11,479	10,557	9,955	10,265
Investments - end of the year	22,991	22,991	22,991	22,991	22,991	22,991	22,991	22,991	22,991	22,991	22,991	22,991
Cash, Cash Equivalents & Investments - end of the year	32,769	34,049	31,221	30,969	31,089	31,747	31,214	32,159	34,470	33,548	32,946	33,256
Representing:												
- External Restrictions	16,943	15,982	14,360	14,111	14,294	14,831	15,047	15,104	16,596	15,894	16,988	18,088
- Internal Restrictions	15,284	13,364	15,361	15,358	15,294	15,416	14,667	15,556	16,374	16,154	14,459	13,669
- Unrestricted	542	4,704	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
	32,769	34,049	31,221	30,969	31,089	31,747	31,214	32,159	34,470	33,548	32,946	33,256

Kempsey Shire Council 10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - WATER FUND Scenario: Proposed												
	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	4,440	4,843	5,111	5,366	5,634	5,916	6,107	6,290	6,479	6,673	6,874
User Charges & Fees	-	7,133	7,615	7,973	8,372	8,790	9,230	9,566	9,843	10,138	10,442	10,756
Interest & Investment Revenue Received	-	150	145	153	162	171	181	191	202	214	227	241
Grants & Contributions	-	3,541	3,179	2,595	826	833	840	848	856	864	872	881
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(128)	136	133	136	138	141	144	148	151	154	158
Payments:												
Employee Benefits & On-Costs	-	(2,408)	(2,512)	(2,600)	(2,691)	(2,785)	(2,882)	(2,983)	(3,087)	(3,195)	(3,307)	(3,422)
Materials & Contracts	-	(3,456)	(4,022)	(4,111)	(4,196)	(4,291)	(4,387)	(4,486)	(4,587)	(4,690)	(4,795)	(4,903)
Borrowing Costs	-	(1,077)	(977)	(979)	(1,152)	(1,101)	(1,004)	(908)	(804)	(696)	(592)	(474)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(506)	(500)	(510)	(520)	(532)	(544)	(556)	(569)	(581)	(595)	(608)
Net Cash provided (or used in) Operating Activities	-	7,889	7,907	7,765	6,301	6,858	7,490	7,914	8,292	8,684	9,080	9,501
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,833	726	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,128)	(9,888)	(13,803)	(5,305)	(4,755)	(3,655)	(3,655)	(3,655)	(3,655)	(3,655)	(3,655)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(5,295)	(9,141)	(13,803)	(5,305)	(4,755)	(3,655)	(3,655)	(3,655)	(3,655)	(3,655)	(3,655)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	2,500	8,000	1,000	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,655)	(1,265)	(1,438)	(1,614)	(1,734)	(1,830)	(1,926)	(2,030)	(2,138)	(1,809)	(938)
Net Cash Flow provided (used in) Financing Activities	-	(1,655)	1,235	6,562	(614)	(1,734)	(1,830)	(1,926)	(2,030)	(2,138)	(1,809)	(938)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	738	-	724	382	370	2,006	2,333	2,607	2,891	3,616	4,908
plus: Cash, Cash Equivalents & Investments - beginning of year	-	262	1,000	1,000	1,724	2,106	2,476	4,482	6,815	9,422	12,314	15,929
Cash & Cash Equivalents - end of the year	-	1,000	1,000	1,724	2,106	2,476	4,482	6,815	9,422	12,314	15,929	20,837
Cash & Cash Equivalents - end of the year	262	1,000	1,000	1,724	2,106	2,476	4,482	6,815	9,422	12,314	15,929	20,837
Investments - end of the year	9,696	6,863	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137
Cash, Cash Equivalents & Investments - end of the year	9,958	7,863	7,137	7,861	8,243	8,613	10,618	12,951	15,559	18,450	22,066	26,974
Representing:												
- External Restrictions	4,298	4,981	5,081	5,181	5,681	6,181	6,681	7,181	7,681	8,181	8,681	9,181
- Internal Restrictions	5,660	2,882	2,055	2,680	2,562	2,432	3,937	5,770	7,878	10,269	13,385	17,793
- Unrestricted	-	(0)	(0)	0	0	0	(0)	(0)	0	0	0	(0)
	9,958	7,863	7,137	7,861	8,243	8,613	10,618	12,951	15,559	18,450	22,066	26,974

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - SEWER FUND
Scenario: Proposed

	Actuals 2018/19 \$'000	Current Year 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	Projected Years					2029/30 \$'000
							2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	11,347	12,033	12,875	13,776	14,740	15,772	16,287	16,776	17,279	17,798	18,331
User Charges & Fees	-	1,177	1,065	1,073	1,146	1,225	1,308	1,359	1,400	1,441	1,484	1,528
Interest & Investment Revenue Received	-	25	25	27	29	31	33	36	39	41	45	48
Grants & Contributions	-	1,522	1,645	3,847	6,610	3,687	1,936	1,462	1,472	1,483	1,493	1,505
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	140	5	5	5	5	5	5	5	6	6	6
Payments:												
Employee Benefits & On-Costs	-	(2,459)	(2,585)	(2,674)	(2,767)	(2,863)	(2,963)	(3,066)	(3,173)	(3,283)	(3,397)	(3,516)
Materials & Contracts	-	(2,875)	(3,704)	(3,788)	(3,866)	(3,953)	(4,042)	(4,133)	(4,226)	(4,321)	(4,418)	(4,519)
Borrowing Costs	-	(949)	(943)	(867)	(790)	(1,414)	(1,587)	(1,749)	(1,798)	(1,711)	(1,565)	(1,443)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(518)	(468)	(477)	(487)	(498)	(509)	(521)	(532)	(544)	(557)	(569)
Net Cash provided (or used in) Operating Activities	-	7,409	7,073	10,020	13,656	10,959	9,954	9,680	9,963	10,391	10,888	11,373
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	3,629	336	2,026	-	878	1,208	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	(469)	(6,163)	(7,289)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,150)	(6,659)	(13,580)	(34,641)	(19,763)	(16,040)	(13,700)	(9,700)	(1,400)	(1,400)	(1,400)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,150)	(6,659)	(9,951)	(34,305)	(17,737)	(16,040)	(12,822)	(8,492)	(1,869)	(7,563)	(8,689)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,000	-	-	22,000	9,000	9,000	6,000	2,000	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,205)	(1,347)	(1,423)	(1,351)	(2,223)	(2,662)	(3,111)	(3,470)	(3,522)	(3,325)	(2,683)
Net Cash Flow provided (used in) Financing Activities	-	795	(1,347)	(1,423)	20,649	6,777	6,338	2,889	(1,470)	(3,522)	(3,325)	(2,683)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	5,054	(933)	(1,353)	-	-	253	(253)	(0)	5,000	-	-
plus: Cash, Cash Equivalents & Investments - beginning of year	-	232	5,286	4,353	3,000	3,000	3,000	3,253	3,000	3,000	8,000	8,000
Cash & Cash Equivalents - end of the year	-	5,286	4,353	3,000	3,000	3,000	3,253	3,000	3,000	8,000	8,000	8,000
Cash & Cash Equivalents - end of the year	232	5,286	4,353	3,000	3,000	3,000	3,253	3,000	3,000	8,000	8,000	8,000
Investments - end of the year	10,300	10,300	10,300	6,671	6,335	4,309	4,309	3,431	2,223	2,692	8,855	16,145
Cash, Cash Equivalents & Investments - end of the year	10,532	15,586	14,653	9,671	9,335	7,309	7,562	6,431	5,223	10,692	16,855	24,145
Representing:												
- External Restrictions	3,039	3,639	3,639	3,539	3,439	3,339	3,239	3,239	3,239	3,539	3,839	4,139
- Internal Restrictions	7,494	11,947	11,014	6,132	5,896	3,970	4,323	3,192	1,984	7,153	13,016	20,006
- Unrestricted	(1)	0	0	(0)	0	0	0	0	0	(0)	(0)	(0)
10,532	15,586	14,653	9,671	9,335	7,309	7,562	6,431	5,223	10,692	16,855	24,145	

Appendix 5

Scenario Financial Statements – General Fund

Kempsey Shire Council 10 Year Financial Plan for the Years ending 30 June 2030 INCOME STATEMENT - GENERAL FUND Scenario: 1 - SRV - 12.5% rates increases for 3 years starting in 22/23												
	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	25,681,000	25,626,743	26,211,378	26,892,874	30,254,483	34,036,294	38,290,831	39,286,391	40,307,838	41,355,843	42,431,094	43,534,303
User Charges & Fees	8,166,000	8,802,089	8,668,989	8,798,587	8,954,109	7,126,193	7,304,100	7,469,119	7,637,867	7,810,431	7,986,892	8,167,346
Interest & Investment Revenue	1,417,000	905,100	607,500	618,374	629,443	640,710	652,179	663,853	675,736	687,832	700,144	712,677
Other Revenues	481,000	1,451,834	1,422,068	1,449,514	1,479,663	1,512,957	1,546,997	1,581,804	1,617,394	1,653,787	1,690,996	1,729,045
Grants & Contributions provided for Operating Purposes	10,675,000	16,155,447	10,021,648	10,655,388	10,826,304	11,015,034	11,208,013	11,405,334	11,607,063	11,813,394	12,024,335	12,240,024
Grants & Contributions provided for Capital Purposes	7,945,000	9,994,025	18,948,283	6,835,244	4,275,393	2,034,718	1,834,041	1,843,744	1,853,641	1,863,737	1,874,034	1,884,539
Total Income from Continuing Operations	54,365,000	60,935,238	63,879,866	53,249,981	54,419,395	56,365,906	60,836,161	62,250,245	63,699,569	65,185,024	66,707,495	68,267,934
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,870,000	19,529,862	21,519,185	22,203,253	22,907,899	23,644,562	24,406,538	25,191,653	26,003,749	26,842,703	27,709,416	28,604,829
Borrowing Costs	349,000	205,151	411,870	680,352	873,564	1,058,695	1,212,790	1,379,327	1,535,600	1,681,527	1,818,380	1,947,060
Materials & Contracts	13,683,000	12,891,228	8,446,124	6,248,340	6,378,303	6,521,814	6,668,560	6,818,608	6,972,026	7,128,900	7,289,295	7,453,314
Depreciation & Amortisation	16,645,000	16,521,528	16,823,871	17,148,568	17,505,258	17,899,126	18,301,858	18,713,647	19,134,701	19,565,233	20,005,452	20,455,576
Other Expenses	65,000	5,831,485	5,317,833	5,675,984	5,794,046	5,924,411	6,057,711	6,194,011	6,333,378	6,475,884	6,621,594	6,770,580
Total Expenses from Continuing Operations	56,556,000	54,979,254	52,518,883	51,956,497	53,459,070	55,048,608	56,646,457	58,297,246	59,979,454	61,694,247	63,444,137	65,231,359
Operating Result from Continuing Operations	(2,191,000)	5,955,984	11,360,983	1,293,484	960,325	1,317,298	4,189,704	3,952,999	3,720,115	3,490,777	3,263,358	3,036,575
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(2,191,000)	5,955,984	11,360,983	1,293,484	960,325	1,317,298	4,189,704	3,952,999	3,720,115	3,490,777	3,263,358	3,036,575
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,136,000)	(4,038,041)	(7,587,300)	(5,541,750)	(3,315,068)	(717,420)	2,355,663	2,109,255	1,866,474	1,627,040	1,389,324	1,152,036

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - GENERAL FUND

Scenario: 2 - SRV - 8.5% rates increases for 5 years starting in 22/23

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	25,681,000	25,626,743	26,211,378	26,892,874	29,178,768	31,658,963	34,349,975	37,269,724	40,437,650	41,489,028	42,567,743	43,674,505
User Charges & Fees	8,166,000	6,802,089	6,668,989	6,798,587	6,948,692	7,114,221	7,284,254	7,458,963	7,638,521	7,811,102	7,987,580	8,168,052
Interest & Investment Revenue	1,417,000	905,100	607,500	618,374	629,443	640,710	652,179	663,853	675,736	687,832	700,144	712,677
Other Revenues	481,000	1,451,834	1,422,068	1,449,514	1,479,663	1,512,957	1,546,997	1,581,804	1,617,394	1,653,787	1,690,996	1,729,045
Grants & Contributions provided for Operating Purposes	10,675,000	16,155,447	10,021,648	10,655,388	10,826,304	11,015,034	11,208,013	11,405,334	11,607,093	11,813,394	12,024,335	12,240,024
Grants & Contributions provided for Capital Purposes	7,945,000	9,994,025	18,948,283	6,835,244	4,275,393	2,034,718	1,834,041	1,843,744	1,853,641	1,863,737	1,874,034	1,884,539
Total Income from Continuing Operations	54,365,000	60,935,238	63,879,866	53,249,981	53,338,263	53,976,603	56,875,459	60,223,422	63,830,035	65,318,880	66,844,832	68,408,842
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,870,000	19,529,862	21,519,185	22,203,253	22,907,899	23,644,562	24,405,538	25,191,653	26,003,749	26,842,703	27,709,416	28,604,829
Borrowing Costs	349,000	205,151	411,870	680,352	873,564	1,058,695	1,212,790	1,379,327	1,535,600	1,681,527	1,818,380	1,947,060
Materials & Contracts	13,683,000	12,891,228	8,446,124	6,248,340	6,378,303	6,521,814	6,668,560	6,818,608	6,972,026	7,128,900	7,289,295	7,453,314
Depreciation & Amortisation	16,645,000	16,521,528	16,823,871	17,148,568	17,505,258	17,899,126	18,301,858	18,713,647	19,134,701	19,565,233	20,005,452	20,455,576
Other Expenses	65,000	5,831,485	5,317,833	5,675,984	5,794,046	5,924,411	6,057,711	6,194,011	6,333,378	6,475,884	6,621,504	6,770,580
Net Losses from the Disposal of Assets	6,944,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	56,556,000	54,979,254	52,518,883	51,956,497	53,459,070	55,048,608	56,646,457	58,297,246	59,979,454	61,694,247	63,444,137	65,231,359
Operating Result from Continuing Operations	(2,191,000)	5,955,984	11,360,983	1,293,484	(120,807)	(1,072,005)	229,002	1,926,176	3,850,581	3,624,633	3,400,695	3,177,483
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(2,191,000)	5,955,984	11,360,983	1,293,484	(120,807)	(1,072,005)	229,002	1,926,176	3,850,581	3,624,633	3,400,695	3,177,483
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,136,000)	(4,038,041)	(7,587,300)	(5,541,760)	(4,396,200)	(3,106,723)	(1,605,039)	82,432	1,396,340	1,760,896	1,526,661	1,292,944

Kempsey Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND

Scenario: 3 - \$1M savings & SRV 11.5% rate increase for 3 years

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	25,681,000	25,626,743	26,211,378	26,892,874	29,985,555	33,433,893	37,278,791	38,248,040	39,242,490	40,262,794	41,309,627	42,383,678
User Charges & Fees	8,166,000	8,802,089	6,668,989	6,798,587	6,952,755	7,123,160	7,299,004	7,463,890	7,632,502	7,804,926	7,981,244	8,161,551
Interest & Investment Revenue	1,417,000	905,100	607,500	618,374	629,443	640,710	652,179	663,853	675,736	687,832	700,144	712,677
Other Revenues	481,000	1,451,834	1,422,068	1,449,514	1,479,663	1,512,957	1,546,997	1,581,804	1,617,394	1,653,787	1,690,996	1,729,045
Grants & Contributions provided for Operating Purposes	10,675,000	16,155,447	10,021,648	10,655,388	10,826,304	11,015,034	11,208,013	11,405,334	11,607,093	11,813,394	12,024,335	12,240,024
Grants & Contributions provided for Capital Purposes	7,945,000	9,994,025	18,948,283	6,835,244	4,275,393	2,034,718	1,834,041	1,843,744	1,853,641	1,863,737	1,874,034	1,884,539
Total Income from Continuing Operations	54,365,000	60,935,238	63,879,866	53,249,981	54,149,113	55,760,472	59,819,025	61,206,665	62,628,856	64,086,470	65,580,380	67,111,514
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,870,000	19,529,862	21,519,185	22,203,253	22,907,899	23,644,562	24,405,538	25,191,653	26,003,749	26,842,703	27,709,416	28,604,829
Borrowing Costs	349,000	205,151	411,870	680,352	873,564	1,058,695	1,212,790	1,379,327	1,535,600	1,681,527	1,818,380	1,947,060
Materials & Contracts	13,683,000	12,891,228	7,446,124	5,229,040	5,337,802	5,457,902	5,580,710	5,706,281	5,834,672	5,965,956	6,100,185	6,237,449
Depreciation & Amortisation	16,645,000	16,521,528	16,823,871	17,148,568	17,505,258	17,899,126	18,301,858	18,713,847	19,134,701	19,565,233	20,005,452	20,455,576
Other Expenses	65,000	5,831,485	5,317,833	5,675,984	5,794,046	5,924,411	6,057,711	6,194,011	6,333,378	6,475,884	6,621,594	6,770,580
Net Losses from the Disposal of Assets	6,944,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	56,556,000	54,979,254	51,518,883	50,937,197	52,418,569	53,984,696	55,558,607	57,184,919	58,842,100	60,531,303	62,255,027	64,015,494
Operating Result from Continuing Operations	(2,191,000)	5,955,984	12,360,983	2,312,784	1,730,544	1,775,776	4,260,418	4,021,746	3,786,756	3,555,167	3,325,353	3,096,020
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(2,191,000)	5,955,984	12,360,983	2,312,784	1,730,544	1,775,776	4,260,418	4,021,746	3,786,756	3,555,167	3,325,353	3,096,020
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,136,000)	(4,038,041)	(6,587,300)	(4,522,460)	(2,544,849)	(258,942)	2,426,377	2,178,002	1,933,115	1,691,430	1,451,319	1,211,481

Appendix 6

Ratio Explanations

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

Appendix 7

Capital Projects Greater Than \$50,000¹

Fund	Cost Centre	Work Order	Work Order Description	2020/21 Budget
GENERAL	Community Centres & Public Halls	W3455	Bellbrook Hall - Construct Inclusive Amenities and Accessible Hall Access; Capex	120,000
GENERAL	Corporate Buildings.	W3453	Construct new linkage between KSC Civic Centre & Library; Capex	600,000
GENERAL	Fire Control	W3130	NDF Bushfire Grant Nov - Dec 2019 - Moparrabah Causeway on Majors Creek; Capex	1,100,000
GENERAL	Crown Land Tourist Parks.	W3494	Crescent Head Camp Kitchen; Capex	200,000
GENERAL	Landfills	W3457	Construction of Cell 20/21; Capex	3,000,000
GENERAL	Airport	W1761	Airport Apron Hardstand with Fuel Water Interceptor; Capex	730,000
GENERAL	Airport	W3439	Airport Water and Sewer Infrastructure Compliance Upgrades; Capex	100,000
GENERAL	Corporate Buildings.	W989	Civic Centre Refurbishment; Capex	600,000
GENERAL	Fire Control	W2971	NDF Bushfire Grant Nov - Dec 2019 Harrys Gully Bridge - Carri Road; Capex	269,280
GENERAL	Crown Land Tourist Parks.	W3477	Stuarts Point Refurbish Cabins x 4; Capex	120,000
GENERAL	Public toilets	W3468	Smithtown Nestle Park (Riverside Park) New Amenities; Capex	208,150
GENERAL	Crown Land Tourist Parks.	W1663	Cabin Replacement Program; Capex	1,850,000
GENERAL	Crown Land Tourist Parks.	W3492	Crescent Head Amenities; Capex	200,000
GENERAL	Community Centres & Public Halls	W3470	External refurbishment Gladstone Hall & Art Gallery; Capex	125,000
GENERAL	Corporate Buildings.	W3469	Kempsey Library internal upgrade; Capex	460,785

¹ These projects make up \$52M of the \$54M total capital program

Fund	Cost Centre	Work Order	Work Order Description	2020/21 Budget
GENERAL	Fire Control	W2966	NDF Bushfire Grant Nov - Dec 2019 - Butlers Bridge - Warbo Brook Rd; Capex	127,050
GENERAL	Fire Control	W3464	RFS South West Rocks new station; Capex	700,000
GENERAL	Fire Control	W2968	NDF Bushfire Grant Nov - Dec 2019 - Maineys Bridge - Dowling Falls Rd; Capex	277,200
GENERAL	Property Development.	W2335	Property Development Horseshoe Bay Kiosk/Amenities - Investigation & Designs; Opex	80,000
GENERAL	Crown Land Tourist Parks.	W3493	Crescent Head Additional Duplex Studios x 4; Capex	300,000
GENERAL	Depot.	W3449	Depot - Relocation/Refurbishment: Capex	60,000
GENERAL	Fire Control	W2967	NDF Bushfire Grant Nov - Dec 2019 - Lewis Creek Bridge - Toms Gully Road; Capex	234,135
GENERAL	Fire Control	W2984	NDF Bushfire Grant Nov - Dec 2019 - Havachat Bridge - Mungay Ck Road; Capex	581,625
GENERAL	Fleet Co-ordination	W1051	Fleet Capital Program BUDGET ONLY; Capex	2,639,878
GENERAL	General Manager	W982	Corporate Business System; Capex	200,000
GENERAL	Information and Communication Technology	W3497	UPS (Infrastructure Replacement Program); Capex	55,000
GENERAL	Information and Communication Technology	W3501	Firewalls (Infrastructure Replacement Program); Capex	99,000
GENERAL	Information and Communication Technology	W3499	Civic Centre Cluster (Infrastructure Replacement Program): Capex	132,000
GENERAL	Information and Communication Technology	W3503	Access Switches (Infrastructure Replacement Program); Capex	104,500
GENERAL	Information and Communication Technology	W980	Computer PC Program; Capex	195,000
GENERAL	Information and Communication Technology	W3496	Phone System (Infrastructure Replacement Program); Capex	165,000

Fund	Cost Centre	Work Order	Work Order Description	2020/21 Budget
GENERAL	Information and Communication Technology	W3500	Depot Cluster (Infrastructure Replacement Program); Capex	132,000
GENERAL	Information and Communication Technology	W3505	Wi-Fi (Infrastructure Replacement Program); Capex	52,800
GENERAL	Information and Communication Technology	W3506	Wireless Link - Civic Centre to Depot (Infrastructure Replacement Program); Capex	55,000
GENERAL	Information and Communication Technology	W3507	Phone (Access Device Replacement Program); Capex	66,000
GENERAL	Cycleways and Footpaths	W3553	Kempsey (Riverside Park) to Kemp Street, West Kempsey - shared path/cycleway; Capex	385,000
GENERAL	Bridges on URR local	W3440	Bridges on URR Refurbishment - Budget only; Capex	200,000
GENERAL	Bridges on URR local	W851	Bridges on URR Boyters Lane - Boyters; Capex	250,000
GENERAL	Boat Ramps	W2295	Gladstone Wharf Refurbishment; Capex	200,000
GENERAL	Bridges on URR local	W3128	Bridges on URR Roses Bridge Nulla Nulla Rd; Capex	665,000
GENERAL	Floodplain Mgmt.	W1638	Flood Mit Structure - Env Levy; Capex	100,000
GENERAL	Sealed rural roads (SRR) regional	W3489	SRR Reg MR 75 Armidale Rd (from Ferrier Drive to 2.9km westward) - Part NSW Funded RMS; Capex	1,865,000
GENERAL	Sealed rural roads (SRR) regional	W3571	SRR Reg Crescent Head Road Berrys Lane to Maria River Road (2.6km); Capex	1,529,100
GENERAL	Unsealed rural roads (URR) local	W3459	URR Barbers Ln (Rogers Ln to end - 1.78km) Gravel Resheeting Program; Capex	98,000
GENERAL	Unsealed rural roads (URR) local	W3461	URR Nook Creek Road 1.5km Gravel Resheeting Program; Capex	82,500
GENERAL	Sealed rural roads (SRR) local	W3568	SRR Plummers Lane - 1.9km (works commence approx. 1.4km from MVW); Capex	1,870,000
GENERAL	Unsealed rural roads (URR) local	W3460	URR Mines Road (Armidale Road for 2.0km northward) Resheeting Program; Capex	114,000

Fund	Cost Centre	Work Order	Work Order Description	2020/21 Budget
GENERAL	Unsealed rural roads (URR) local	W3462	URR Old Station Road (Verges Creek Road to Friths Lane - 4.35km) Gravel Resheeting Program; Capex	239,500
GENERAL	Stormwater Drainage.	W2298	Edgar Street Frederickton Stormwater (stage 1 kerb & Gutter and Drainage); Capex	305,000
GENERAL	Unsealed rural roads (URR) local	W3463	URR Upper Smith Creek Road (Pacific Hwy to end - 4.0km) Gravel Resheeting Program; Capex	225,000
GENERAL	Urban roads (UR) local	W969	UR Innes Street, East Kempsey (Bissett Street to Gill Street - 0.45Km); Capex	600,000
GENERAL	Sealed rural roads (SRR) regional	W3572	SRR Reg MR 7740 Stuarts Point Rd Hunters Road to Browns Road (3.1km); Capex	1,353,000
GENERAL	Parking areas	W868	Clyde St Mall Carpark Renewal Stronger Country Communities Funding; Capex	538,691
GENERAL	Floodplain Mgmt.	W3450	Flood Mit Rock Protection Plummers Lane Opposite No 503 - Env Levy; Capex	60,000
GENERAL	Parks and Gardens	W3478	Willawarrin playground replacement; Capex	178,708
GENERAL	Sealed rural roads (SRR) regional	W2193	SRR Reg MR 75 Armidale Rd (Sherwood Rd to Bellbrook) Road Safety improvements Guardrail; Capex	655,000
GENERAL	Sporting Grounds.	W3490	Verge/Eden Streets Sports Complex Implement Masterplan Regional Sports Infrastructure Fund; Capex	3,656,000
GENERAL	Urban roads (UR) local	W3592	Urban Sealed Roads Budget only; Capex	232,038
GENERAL	Sealed rural roads (SRR) local	W3454	SRR South West Rocks Road (3.5km to 5.0km south of Plummers Lane); Capex	1,150,000
GENERAL	Sealed rural roads (SRR) local	W3488	SRR Intersection South West Rocks & Hat Head Roads Safer Rds. RMS (TFNSW); Capex	829,000
GENERAL	Sealed rural roads (SRR) local	W3422	Sealing Point Plomer Rd (6.2km between Crescent Head and Big Hill); Capex	3,410,000

Fund	Cost Centre	Work Order	Work Order Description	2020/21 Budget
GENERAL	Kerb and Gutter	W3573	Kerb & Guttering Albert Street, South Kempsey - Estimated Length 170 m; Capex	68,000
GENERAL	Urban roads (UR) local	W2199	UR Airport Road, Aldavilla (Sherwood Rd to Airport Entry - 1.1Km); Capex	750,000
GENERAL	Estuary Mgmt.	W3584	Riverside Park Erosion Control Measures (Stage 1) - Design and structural engineering plans	60,000
GENERAL	Floodplain Planning and Design	W3586	CBD Floodplain Risk Management Flood warning gauge review and upgrade; CAPEX	60,000
GENERAL	Strategic Planning.	W3588	Horseshoe Bay Master Plan: Stage 1 Coastal walkway completion -; Capex	200,000
GENERAL	Strategic Planning.	W3587	Crescent Head Master Plan: Foreshore revitalisation - Killick Creek path; Capex	200,000
WATER	Water treatment	W3535	WF SWR Bore 5 Switchboard; Capex	70,000
WATER	Water mains	W1254	WF Meter Replacements - Kempsey & Lower Macleay; Capex	150,000
WATER	Water mains	W3563	WF Belmore Right Bank Main; Capex	240,000
WATER	Water other	W3363	WF Hutchinson St Hat Head Capex	100,000
WATER	Water treatment	W1804	WF Purchase of land SWR Water Treatment Plant; Capex	550,000
WATER	Water treatment	W3534	WF Hat Head Chemical and Facilities Upgrade; Capex	100,000
WATER	Water treatment	W1344	WF Willawarrin WTP; Capex	523,620
WATER	Water other	W3364	WF Longworth Cast Replacement; Capex	330,000
WATER	Water other	W3365	WF Nancy Ellis to Frank Archibald; Capex	105,000
WATER	Water other	W3367	WF Heyson Street; Capex	95,000
WATER	Water other	W3549	WF Water Supply Flowmeter Investigation Audit, Certification, Replacement; Capex	200,000
WATER	Water pumping stations	W1284	WF Telemetry Upgrades / Instrumentation; Capex	100,000
WATER	Water treatment	W3024	WF Bellbrook WTP Augmentation; Capex	150,000

Fund	Cost Centre	Work Order	Work Order Description	2020/21 Budget
WATER	Water treatment	W3244	WF Steuart McIntyre Dam Emergency Water Treatment Plant; Capex	1,300,000
WATER	Water other	W3615	WF Integrated Water Cycle Management - Water; Capex	329,000
WATER	Water reservoirs	W1331	WF Crescent Head (Balance Tank \$1M And Wtp \$3.5M); Capex	3,470,000
WATER	Water mains	W1285	WF Service Connections; Capex	150,000
WATER	Water mains	W3394	WF Inness St Main; Capex	100,000
WATER	Water reservoirs	W3538	WF Greenhill Res Site Safety Upgrade; Capex	60,000
WATER	Water other	W3366	WF Frank Archibald to Central Kempsey WTP site; Capex	95,000
WATER	Water reservoirs	W3539	WF Gregory St Res Site Access & Drainage Upgrade; Capex	250,000
WATER	Water reservoirs	W3540	WF Green Hill Res WQ Instrument Install; Capex	70,000
WATER	Water treatment	W1291	WF SWR Water Treatment Plant; Capex	200,000
WATER	Water treatment	W3536	WF Stuarts Point Bore 2 Switchboard Renewal; Capex	70,000
SEWER	Sewer Mains	W1463	SF Stuarts Point - Sewerage System; Capex	748,000
SEWER	Sewer Other	W3358	SF South Kempsey Survey; Capex	125,000
SEWER	Sewer Other	W3510	SF Convert Fredo and Gladstone 3G sites to private radio network; Capex	75,000
SEWER	Sewer Pumping Stations	W3531	SF H1 Pump Refurbishment; Capex	220,000
SEWER	Sewer Treatment	W3521	SF Crescent Head Caustic System Installation; Capex	100,000
SEWER	Sewer Mains	W1455	SF Service Renewals - Macleay All Areas; Capex	90,000
SEWER	Sewer Mains	W3564	SF K6 Catchment Renewal; Capex	100,000
SEWER	Sewer Pumping Stations	W3528	SF R2 Sewer Pump Station Upgrade; Capex	80,000
SEWER	Sewer Treatment	W1481	SF SWR Scada Upgrade; Capex	300,000
SEWER	Sewer Other	W3356	SF K6 Catchment Infiltration; Capex	100,000
SEWER	Sewer Other	W3520	SF Integrated Water Cycle Management - Sewer: Capex	330,000
SEWER	Sewer Treatment	W3355	SF SWR Surface Aeration to Pasveer Upgrade Stg 3: Capex	200,000

Fund	Cost Centre	Work Order	Work Order Description	2020/21 Budget
SEWER	Sewer Other	W1465	SF Stage 1 New Central Sewage Treatment Scheme - West Kempsey; Capex	590,000
SEWER	Sewer Other	W3357	SF East Kempsey Survey; Capex	125,000
SEWER	Sewer Other	W1469	SF South Kempsey Pressure Sewer; Capex	1,920,000
SEWER	Sewer Pumping Stations	W3526	SF Sherwood to Old Gaol Line: Capex	250,000
SEWER	Sewer Pumping Stations	W3529	SF K6 ABS safety Upgrade and Well Refurb; Capex	250,000
SEWER	Sewer Treatment	W3523	SF Sherwood to North St Transfer; Capex	100,000
SEWER	Sewer Mains	W3406	SF Low Pressure Sewer System (E-One) Purchase; Capex	100,000
TOTAL				52,678,560