

'Model 1' Projected Income Statement (General Fund-includes Waste)

Bellinghen Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - GENERAL FUND
Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,375	9,142	9,422	9,922	10,450	11,008	11,596	12,218	12,873	13,566	14,297	15,069
User Charges & Fees	4,669	3,221	4,163	4,287	4,416	4,549	4,685	4,826	4,970	5,119	5,273	5,431
Interest & Investment Revenue	599	443	339	314	292	387	341	289	345	357	346	386
Other Revenues	415	473	478	493	507	523	538	554	571	588	606	624
Grants & Contributions provided for Operating Purposes	3,525	5,355	5,724	5,352	5,667	5,824	6,025	6,191	6,362	6,538	6,720	6,907
Grants & Contributions provided for Capital Purposes	3,150	900	1,069	644	769	790	693	827	728	867	765	784
Other Income:												
Net gains from the disposal of assets	73	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	20,806	19,535	21,195	21,012	22,102	23,080	23,879	24,905	25,850	27,036	28,007	29,201
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,531	7,756	8,239	8,108	8,350	8,529	8,782	9,043	9,311	9,591	9,878	10,174
Borrowing Costs	468	427	448	457	473	501	509	494	503	446	416	361
Materials & Contracts	9,247	6,564	6,986	7,134	7,327	7,525	7,728	7,937	8,152	8,372	8,599	8,831
Depreciation & Amortisation	7,300	7,931	6,762	6,830	6,898	6,967	7,037	7,107	7,178	7,250	7,322	7,395
Other Expenses	2,396	2,467	2,563	2,678	2,646	2,688	2,836	2,924	2,919	2,987	3,102	3,108
Total Expenses from Continuing Operations	26,942	25,146	24,999	25,207	25,694	26,210	26,893	27,504	28,063	28,645	29,317	29,870
Operating Result from Continuing Operations	(6,136)	(5,611)	(3,804)	(4,195)	(3,592)	(3,130)	(3,014)	(2,599)	(2,212)	(1,609)	(1,310)	(669)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(6,136)	(5,611)	(3,804)	(4,195)	(3,592)	(3,130)	(3,014)	(2,599)	(2,212)	(1,609)	(1,310)	(669)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(9,286)	(6,511)	(4,873)	(4,839)	(4,361)	(3,920)	(3,707)	(3,427)	(2,941)	(2,476)	(2,075)	(1,453)

'Model 1' Projected Balance Sheet (General Fund-includes Waste)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - GENERAL FUND
Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,020	4,810	4,166	3,210	2,909	2,662	2,503	1,889	2,255	2,471	1,869	3,167
Investments	6,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100
Receivables	4,748	4,664	4,747	4,836	4,973	5,111	5,249	5,386	5,554	5,725	5,875	6,102
Inventories	252	248	260	266	273	280	288	295	303	311	319	328
Other	12	37	39	40	40	41	43	44	45	46	47	48
Total Current Assets	13,132	13,859	13,312	12,452	12,296	12,194	12,183	11,715	12,257	12,653	12,210	13,746
Non-Current Assets												
Investments	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Receivables	12	619	622	609	641	674	656	691	667	640	674	710
Infrastructure, Property, Plant & Equipment	438,808	434,694	431,902	429,091	426,766	424,138	420,929	419,415	415,060	412,433	409,861	405,882
Investment Property	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Total Non-Current Assets	440,744	439,237	436,448	433,623	431,330	428,736	425,508	424,029	419,651	416,996	414,458	410,515
TOTAL ASSETS	453,876	453,096	449,760	446,075	443,626	440,930	437,691	435,744	431,909	429,649	426,669	424,260
LIABILITIES												
Current Liabilities												
Payables	2,440	2,623	2,750	2,527	2,593	2,656	2,726	2,805	2,832	2,888	2,935	2,967
Borrowings	174	660	766	924	1,129	1,295	1,427	1,650	1,707	1,717	1,772	1,325
Provisions	2,784	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779
Total Current Liabilities	5,398	6,061	6,296	6,230	6,501	6,730	6,932	7,234	7,318	7,384	7,486	7,072
Non-Current Liabilities												
Borrowings	4,776	8,939	9,173	9,748	10,620	10,825	10,398	10,748	9,041	8,324	6,552	5,227
Provisions	689	694	694	694	694	694	694	694	694	694	694	694
Total Non-Current Liabilities	5,465	9,633	9,866	10,442	11,313	11,518	11,092	11,442	9,735	9,018	7,246	5,921
TOTAL LIABILITIES	10,863	15,694	16,162	16,672	17,814	18,248	18,023	18,676	17,053	16,402	14,732	12,992
Net Assets	443,013	437,402	433,598	429,403	425,811	422,682	419,668	417,068	414,856	413,247	411,937	411,268
EQUITY												
Retained Earnings	235,648	230,037	226,233	222,038	218,446	215,317	212,303	209,703	207,491	205,882	204,572	203,903
Revaluation Reserves	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365
Council Equity Interest	443,013	437,402	433,598	429,403	425,811	422,682	419,668	417,068	414,856	413,247	411,937	411,268
Total Equity	443,013	437,402	433,598	429,403	425,811	422,682	419,668	417,068	414,856	413,247	411,937	411,268

'Model 1' Projected Cash Flow Statement (General Fund-includes Waste)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	8,954	9,418	9,937	10,416	10,972	11,616	12,181	12,898	13,596	14,261	15,030
User Charges & Fees	-	3,151	4,101	4,279	4,408	4,540	4,676	4,816	4,961	5,110	5,263	5,421
Interest & Investment Revenue Received	-	232	371	336	286	381	333	293	315	331	347	315
Grants & Contributions	-	6,255	6,793	5,996	6,436	6,614	6,718	7,018	7,090	7,405	7,485	7,691
Other	-	396	437	398	397	412	426	436	452	464	480	494
Payments:												
Employee Benefits & On-Costs	-	(7,699)	(8,223)	(8,391)	(8,350)	(8,529)	(8,782)	(9,043)	(9,311)	(9,591)	(9,878)	(10,174)
Materials & Contracts	-	(6,523)	(6,911)	(7,103)	(7,297)	(7,487)	(7,672)	(7,888)	(8,115)	(8,324)	(8,543)	(8,790)
Borrowing Costs	-	(343)	(442)	(444)	(454)	(495)	(515)	(483)	(533)	(459)	(447)	(393)
Other	-	(2,467)	(2,563)	(2,678)	(2,646)	(2,688)	(2,836)	(2,924)	(2,919)	(2,987)	(3,102)	(3,108)
Net Cash provided (or used in) Operating Activities	-	1,955	2,981	2,329	3,196	3,721	3,963	4,406	4,839	5,545	5,865	6,486
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	-	724	185	583	396	528	458	1	629	1,095	975	363
Deferred Debtors Receipts	-	4	4	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,541)	(4,155)	(4,601)	(4,969)	(4,867)	(4,285)	(5,594)	(3,452)	(5,717)	(5,725)	(3,779)
Net Cash provided (or used in) Investing Activities	-	(3,813)	(3,966)	(4,018)	(4,573)	(4,339)	(3,827)	(5,593)	(2,823)	(4,622)	(4,750)	(3,416)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	4,850	1,000	1,500	2,000	1,500	1,000	2,000	-	1,000	-	-
Payments:												
Repayment of Borrowings & Advances	-	(202)	(660)	(766)	(924)	(1,129)	(1,295)	(1,427)	(1,650)	(1,707)	(1,717)	(1,772)
Net Cash Flow provided (used in) Financing Activities	-	4,648	340	734	1,076	371	(295)	573	(1,650)	(707)	(1,717)	(1,772)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,790	(645)	(955)	(302)	(247)	(159)	(614)	366	216	(602)	1,298
plus: Cash, Cash Equivalents & Investments - beginning of year	-	2,020	4,810	4,166	3,210	2,909	2,662	2,503	1,889	2,255	2,471	1,869
Cash & Cash Equivalents - end of the year	-	4,810	4,166	3,210	2,909	2,662	2,503	1,889	2,255	2,471	1,869	3,167
Cash & Cash Equivalents - end of the year	2,020	4,810	4,166	3,210	2,909	2,662	2,503	1,889	2,255	2,471	1,869	3,167
Investments - end of the year	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Cash, Cash Equivalents & Investments - end of the year	8,120	10,910	10,266	9,310	9,009	8,762	8,603	7,989	8,355	8,571	7,969	9,267

'Model 1' Projected Income Statement (Water Fund)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - WATER FUND
Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	532	462	485	502	520	538	557	576	596	617	639	661
User Charges & Fees	1,740	1,761	1,722	1,782	1,845	1,909	1,976	2,045	2,116	2,190	2,267	2,346
Interest & Investment Revenue	397	408	552	554	569	705	595	571	604	648	677	718
Other Revenues	31	12	13	13	14	14	14	15	15	16	16	17
Grants & Contributions provided for Operating Purposes	53	48	49	51	52	54	55	57	59	60	62	64
Grants & Contributions provided for Capital Purposes	506	30	153	157	160	164	169	173	177	182	186	191
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,259	2,721	2,974	3,059	3,159	3,384	3,365	3,437	3,568	3,713	3,847	3,997
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,032	1,068	1,142	1,176	1,211	1,247	1,285	1,323	1,363	1,404	1,446	1,489
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	118	566	363	367	372	376	381	385	389	394	398	402
Depreciation & Amortisation	780	739	863	891	919	950	1,013	1,054	1,049	1,076	1,104	1,132
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	333	410	420	431	441	452	464	475	487	499	512	525
Net Losses from the Disposal of Assets	11	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,274	2,784	2,787	2,865	2,943	3,026	3,142	3,238	3,289	3,373	3,459	3,548
Operating Result from Continuing Operations	985	(64)	187	194	216	359	223	199	280	340	388	449
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	985	(64)	187	194	216	359	223	199	280	340	388	449
Net Operating Result before Grants and Contributions provided for Capital Purposes	479	(94)	34	38	56	194	55	26	102	158	202	258

'Model 1' Projected Balance Sheet (Water Fund)

Bellingh Shire Council
 10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - WATER FUND
 Scenario: Model 1

	Actuals 2013/14 \$'000	Current Year 2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	Projected Years					
							2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,484	1,454	2,085	2,154	2,540	2,484	500	500	1,238	2,204	2,879	3,799
Investments	12,000	12,000	12,000	12,000	12,000	12,000	11,813	11,399	11,399	11,399	11,399	11,399
Receivables	641	200	188	195	190	196	190	197	204	211	218	226
Inventories	13	53	34	34	35	35	36	36	36	37	37	38
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	15,138	13,707	14,307	14,383	14,764	14,715	12,539	12,132	12,877	13,851	14,533	15,461
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	44,064	45,661	45,206	45,332	45,176	45,593	48,001	48,617	48,161	47,537	47,252	46,783
Total Non-Current Assets	44,064	45,661	45,206	45,332	45,176	45,593	48,001	48,617	48,161	47,537	47,252	46,783
TOTAL ASSETS	59,202	59,368	59,512	59,715	59,940	60,308	60,541	60,749	61,038	61,387	61,786	62,244
LIABILITIES												
Current Liabilities												
Payables	205	435	392	401	410	419	428	437	447	457	467	477
Total Current Liabilities	205	435	392	401	410	419	428	437	447	457	467	477
Non-Current Liabilities												
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	205	435	392	401	410	419	428	437	447	457	467	477
Net Assets	58,997	58,933	59,120	59,315	59,531	59,890	60,113	60,311	60,591	60,931	61,319	61,767
EQUITY												
Retained Earnings	18,557	18,493	18,680	18,875	19,091	19,450	19,673	19,871	20,151	20,491	20,879	21,327
Revaluation Reserves	40,440	40,440	40,440	40,440	40,440	40,440	40,440	40,440	40,440	40,440	40,440	40,440
Council Equity Interest	58,997	58,933	59,120	59,315	59,531	59,890	60,113	60,311	60,591	60,931	61,319	61,767
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	58,997	58,933	59,120	59,315	59,531	59,890	60,113	60,311	60,591	60,931	61,319	61,767

'Model 1' Projected Cash Flow Statement (Water Fund)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - WATER FUND
Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	528	486	501	521	536	558	575	595	616	637	660
User Charges & Fees	-	2,090	1,734	1,778	1,849	1,904	1,981	2,040	2,111	2,185	2,261	2,340
Interest & Investment Revenue Received	-	408	552	554	569	705	595	571	604	648	677	718
Grants & Contributions	-	78	202	207	213	218	224	230	236	242	248	255
Other	-	58	13	13	13	14	14	15	15	15	16	16
Payments:												
Employee Benefits & On-Costs	-	(1,068)	(1,142)	(1,176)	(1,211)	(1,247)	(1,285)	(1,323)	(1,363)	(1,404)	(1,446)	(1,489)
Materials & Contracts	-	(376)	(387)	(359)	(363)	(368)	(372)	(376)	(380)	(384)	(388)	(392)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(410)	(420)	(431)	(441)	(452)	(464)	(475)	(487)	(499)	(512)	(525)
Net Cash provided (or used in) Operating Activities	-	1,307	1,038	1,087	1,149	1,310	1,251	1,255	1,331	1,419	1,494	1,583
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	187	414	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,337)	(407)	(1,018)	(763)	(1,366)	(3,421)	(1,670)	(593)	(453)	(819)	(663)
Net Cash provided (or used in) Investing Activities	-	(2,337)	(407)	(1,018)	(763)	(1,366)	(3,235)	(1,255)	(593)	(453)	(819)	(663)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,030)	631	70	386	(56)	(1,984)	(0)	738	966	675	920
plus: Cash, Cash Equivalents & Investments - beginning of year	-	2,484	1,454	2,085	2,154	2,540	2,484	500	500	1,238	2,204	2,879
Cash & Cash Equivalents - end of the year	-	1,454	2,085	2,154	2,540	2,484	500	500	1,238	2,204	2,879	3,799
Cash & Cash Equivalents - end of the year	2,484	1,454	2,085	2,154	2,540	2,484	500	500	1,238	2,204	2,879	3,799
Investments - end of the year	12,000	12,000	12,000	12,000	12,000	12,000	11,813	11,399	11,399	11,399	11,399	11,399
Cash, Cash Equivalents & Investments - end of the year	14,484	13,454	14,085	14,154	14,540	14,484	12,313	11,899	12,637	13,603	14,278	15,198

'Model 1' Projected Income Statement (Sewer Fund)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - SEWER FUND
Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,392	2,809	2,949	3,053	3,160	3,270	3,385	3,503	3,626	3,753	3,884	4,020
User Charges & Fees	150	192	200	206	212	219	225	232	239	246	254	261
Interest & Investment Revenue	205	99	219	158	180	220	204	195	231	272	312	363
Other Revenues	4	5	1	1	1	1	1	1	1	1	1	1
Grants & Contributions provided for Operating Purposes	41	41	42	44	45	46	48	49	51	52	54	55
Grants & Contributions provided for Capital Purposes	431	55	1,062	5	5	6	6	6	6	6	6	6
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,223	3,200	4,474	3,467	3,603	3,761	3,867	3,986	4,153	4,330	4,510	4,706
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,199	1,241	1,284	1,323	1,363	1,404	1,446	1,489	1,534	1,580	1,627	1,676
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	596	722	706	702	714	726	739	752	765	779	793	807
Depreciation & Amortisation	952	920	1,159	1,187	1,217	1,245	1,307	1,339	1,322	1,356	1,390	1,425
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	200	269	320	328	336	344	353	362	371	380	390	399
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,948	3,152	3,469	3,540	3,630	3,720	3,844	3,941	3,992	4,095	4,200	4,308
Operating Result from Continuing Operations	275	49	1,005	(74)	(27)	42	23	44	162	235	311	399
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	275	49	1,005	(74)	(27)	42	23	44	162	235	311	399
Net Operating Result before Grants and Contributions provided for Capital Purposes	(156)	(6)	(57)	(79)	(33)	36	18	39	156	229	305	392

'Model 1' Projected Balance Sheet (Sewer Fund)

Bellingh Shire Council
 10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - SEWER FUND
 Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,561	98	500	500	1,326	2,146	896	1,634	2,582	3,569	4,753	6,261
Investments	5,000	5,000	2,399	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242
Receivables	320	355	316	327	322	333	327	338	350	361	374	386
Total Current Assets	6,881	5,453	3,216	3,068	3,890	4,720	3,465	4,214	5,174	6,172	7,368	8,889
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	39,196	40,659	43,906	43,980	43,134	42,347	43,628	42,926	42,131	41,369	40,487	39,368
Total Non-Current Assets	39,196	40,659	43,906	43,980	43,134	42,347	43,628	42,926	42,131	41,369	40,487	39,368
TOTAL ASSETS	46,077	46,113	47,122	47,049	47,023	47,068	47,093	47,140	47,304	47,541	47,855	48,257
LIABILITIES												
Current Liabilities												
Payables	125	112	116	116	119	121	123	126	128	131	134	136
Total Current Liabilities	125	112	116	116	119	121	123	126	128	131	134	136
Non-Current Liabilities												
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	125	112	116	116	119	121	123	126	128	131	134	136
Net Assets	45,952	46,001	47,006	46,932	46,905	46,947	46,970	47,014	47,176	47,410	47,721	48,120
EQUITY												
Retained Earnings	8,494	8,543	9,548	9,474	9,447	9,489	9,512	9,556	9,718	9,952	10,263	10,662
Revaluation Reserves	37,458	37,458	37,458	37,458	37,458	37,458	37,458	37,458	37,458	37,458	37,458	37,458
Council Equity Interest	45,952	46,001	47,006	46,932	46,905	46,947	46,970	47,014	47,176	47,410	47,721	48,120
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	45,952	46,001	47,006	46,932	46,905	46,947	46,970	47,014	47,176	47,410	47,721	48,120

'Model 1' Projected Cash Flow Statement (Sewer Fund)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - SEWER FUND
Scenario: Model 1

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	2,806	2,952	3,044	3,167	3,262	3,393	3,495	3,617	3,744	3,875	4,010
User Charges & Fees	-	160	197	204	210	216	223	230	237	244	251	258
Interest & Investment Revenue Received	-	99	219	158	180	220	204	195	231	272	312	363
Grants & Contributions	-	96	1,104	49	50	52	53	55	57	58	60	62
Other	-	4	40	0	0	0	0	0	0	0	0	0
Payments:												
Employee Benefits & On-Costs	-	(1,241)	(1,284)	(1,323)	(1,363)	(1,404)	(1,446)	(1,489)	(1,534)	(1,580)	(1,627)	(1,676)
Materials & Contracts	-	(735)	(702)	(702)	(712)	(724)	(736)	(749)	(762)	(776)	(790)	(805)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(269)	(320)	(328)	(336)	(344)	(353)	(362)	(371)	(380)	(390)	(399)
Net Cash provided (or used in) Operating Activities	-	920	2,206	1,103	1,197	1,279	1,338	1,375	1,475	1,582	1,692	1,814
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	2,601	158	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,383)	(4,405)	(1,261)	(371)	(459)	(2,588)	(637)	(526)	(595)	(508)	(306)
Net Cash provided (or used in) Investing Activities	-	(2,383)	(1,805)	(1,103)	(371)	(459)	(2,588)	(637)	(526)	(595)	(508)	(306)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,463)	402	-	826	820	(1,249)	737	949	987	1,184	1,508
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,561	98	500	500	1,326	2,146	896	1,634	2,582	3,569	4,753
Cash & Cash Equivalents - end of the year	-	98	500	500	1,326	2,146	896	1,634	2,582	3,569	4,753	6,261
Cash & Cash Equivalents - end of the year	1,561	98	500	500	1,326	2,146	896	1,634	2,582	3,569	4,753	6,261
Investments - end of the year	5,000	5,000	2,399	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242
Cash, Cash Equivalents & Investments - end of the year	6,561	5,098	2,899	2,742	3,568	4,387	3,138	3,875	4,824	5,811	6,994	8,503

'Model 2' Projected Income Statement (General Fund-includes Waste)

**Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - GENERAL FUND
Scenario: Model 2**

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,375	9,142	9,422	9,719	10,026	10,343	10,670	11,008	11,356	11,715	12,085	12,468
User Charges & Fees	4,669	3,221	4,163	4,287	4,416	4,549	4,685	4,826	4,970	5,119	5,273	5,431
Interest & Investment Revenue	599	443	339	314	292	387	341	289	345	357	346	386
Other Revenues	415	473	478	493	507	523	538	554	571	588	606	624
Grants & Contributions provided for Operating Purposes	3,525	5,355	5,724	5,352	5,667	5,824	6,025	6,191	6,362	6,538	6,720	6,907
Grants & Contributions provided for Capital Purposes	3,150	900	1,069	644	769	790	693	827	728	867	765	784
Other Income:												
Net gains from the disposal of assets	73	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	20,806	19,535	21,195	20,809	21,678	22,415	22,952	23,695	24,332	25,185	25,795	26,600
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,531	7,756	6,989	7,086	7,262	7,372	7,554	7,740	7,931	8,129	8,333	8,541
Borrowing Costs	468	427	448	457	473	501	466	454	467	414	360	312
Materials & Contracts	9,247	6,564	6,986	7,134	7,327	7,525	7,728	7,937	8,152	8,372	8,599	8,831
Depreciation & Amortisation	7,300	7,931	7,262	7,335	7,408	7,482	7,557	7,632	7,709	7,786	7,864	7,942
Other Expenses	2,396	2,467	2,563	2,678	2,646	2,688	2,836	2,924	2,919	2,987	3,102	3,108
Total Expenses from Continuing Operations	26,942	25,146	24,249	24,690	25,116	25,568	26,141	26,687	27,177	27,689	28,257	28,735
Operating Result from Continuing Operations	(6,136)	(5,611)	(3,054)	(3,881)	(3,438)	(3,152)	(3,188)	(2,993)	(2,845)	(2,504)	(2,462)	(2,135)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(6,136)	(5,611)	(3,054)	(3,881)	(3,438)	(3,152)	(3,188)	(2,993)	(2,845)	(2,504)	(2,462)	(2,135)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(9,286)	(6,511)	(4,123)	(4,525)	(4,206)	(3,942)	(3,882)	(3,820)	(3,573)	(3,371)	(3,227)	(2,919)

'Model 2' Projected Balance Sheet (General Fund-includes Waste)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - GENERAL FUND
Scenario: Model 2

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,020	4,810	5,282	5,184	5,537	4,309	4,623	4,287	4,702	3,741	2,799	3,468
Investments	6,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100
Receivables	4,748	4,664	4,790	4,902	5,056	5,148	5,298	5,436	5,597	5,714	5,841	6,033
Inventories	252	248	260	266	273	280	288	295	303	311	319	328
Other	12	37	39	40	40	41	43	44	45	46	47	48
Total Current Assets	13,132	13,859	14,471	14,492	15,007	13,879	14,352	14,163	14,747	13,912	13,107	13,978
Non-Current Assets												
Investments	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Receivables	12	619	622	597	615	634	604	623	590	554	571	589
Infrastructure, Property, Plant & Equipment	438,808	434,694	431,402	428,086	425,251	422,108	418,378	416,339	411,453	408,290	405,177	400,650
Investment Property	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Total Non-Current Assets	440,744	439,237	435,948	432,606	429,789	426,666	422,906	420,886	415,967	412,767	409,671	405,163
TOTAL ASSETS	453,876	453,096	450,419	447,097	444,796	440,545	437,258	435,048	430,714	426,680	422,778	419,141
LIABILITIES												
Current Liabilities												
Payables	2,440	2,623	2,659	2,485	2,545	2,575	2,641	2,716	2,738	2,771	2,814	2,842
Borrowings	174	660	766	924	1,129	1,164	1,292	1,511	1,564	1,483	1,531	1,076
Provisions	2,784	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779
Total Current Liabilities	5,398	6,061	6,205	6,188	6,453	6,518	6,712	7,006	7,081	7,033	7,124	6,698
Non-Current Liabilities												
Borrowings	4,776	8,939	9,173	9,748	10,620	9,455	9,163	9,652	8,088	6,605	5,075	3,999
Provisions	689	694	694	694	694	694	694	694	694	694	694	694
Total Non-Current Liabilities	5,465	9,633	9,866	10,442	11,313	10,149	9,857	10,346	8,782	7,299	5,769	4,692
TOTAL LIABILITIES	10,863	15,694	16,071	16,630	17,767	16,668	16,569	17,352	15,863	14,333	12,893	11,390
Net Assets	443,013	437,402	434,348	430,467	427,030	423,877	420,689	417,696	414,851	412,347	409,885	407,750
EQUITY												
Retained Earnings	235,648	230,037	226,983	223,102	219,665	216,512	213,324	210,331	207,486	204,982	202,520	200,385
Revaluation Reserves	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365
Council Equity Interest	443,013	437,402	434,348	430,467	427,030	423,877	420,689	417,696	414,851	412,347	409,885	407,750
Total Equity	443,013	437,402	434,348	430,467	427,030	423,877	420,689	417,696	414,851	412,347	409,885	407,750

'Model 2' Projected Cash Flow Statement (General Fund-includes Waste)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Model 2

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	8,954	9,418	9,747	10,007	10,323	10,702	10,987	11,391	11,753	12,067	12,449
User Charges & Fees	-	3,151	4,101	4,279	4,408	4,540	4,676	4,816	4,961	5,110	5,263	5,421
Interest & Investment Revenue Received	-	232	329	311	268	426	321	291	322	384	368	349
Grants & Contributions	-	6,255	6,793	5,996	6,436	6,614	6,718	7,018	7,090	7,405	7,485	7,691
Other	-	396	437	395	394	409	422	433	448	459	475	488
Payments:												
Employee Benefits & On-Costs	-	(7,699)	(7,016)	(7,326)	(7,262)	(7,372)	(7,554)	(7,740)	(7,931)	(8,129)	(8,333)	(8,541)
Materials & Contracts	-	(6,523)	(6,960)	(7,094)	(7,300)	(7,489)	(7,675)	(7,891)	(8,118)	(8,327)	(8,546)	(8,793)
Borrowing Costs	-	(343)	(442)	(444)	(454)	(522)	(469)	(441)	(495)	(443)	(387)	(340)
Other	-	(2,467)	(2,563)	(2,678)	(2,646)	(2,688)	(2,836)	(2,924)	(2,919)	(2,987)	(3,102)	(3,108)
Net Cash provided (or used in) Operating Activities	-	1,955	4,097	3,186	3,851	4,240	4,305	4,549	4,750	5,225	5,290	5,616
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	-	724	185	583	396	528	458	1	629	1,095	975	363
Deferred Debtors Receipts	-	4	4	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,541)	(4,155)	(4,601)	(4,969)	(4,867)	(4,285)	(5,594)	(3,452)	(5,717)	(5,725)	(3,779)
Net Cash provided (or used in) Investing Activities	-	(3,813)	(3,966)	(4,018)	(4,573)	(4,339)	(3,827)	(5,593)	(2,823)	(4,622)	(4,750)	(3,416)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	4,850	1,000	1,500	2,000	-	1,000	2,000	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(202)	(660)	(766)	(924)	(1,129)	(1,164)	(1,292)	(1,511)	(1,564)	(1,483)	(1,531)
Net Cash Flow provided (used in) Financing Activities	-	4,648	340	734	1,076	(1,129)	(164)	708	(1,511)	(1,564)	(1,483)	(1,531)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,790	472	(99)	354	(1,228)	313	(336)	415	(961)	(943)	669
plus: Cash, Cash Equivalents & Investments - beginning of year	-	2,020	4,810	5,282	5,184	5,537	4,309	4,623	4,287	4,702	3,741	2,799
Cash & Cash Equivalents - end of the year	-	4,810	5,282	5,184	5,537	4,309	4,623	4,287	4,702	3,741	2,799	3,468
Cash & Cash Equivalents - end of the year	2,020	4,810	5,282	5,184	5,537	4,309	4,623	4,287	4,702	3,741	2,799	3,468
Investments - end of the year	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Cash, Cash Equivalents & Investments - end of the year	8,120	10,910	11,382	11,284	11,637	10,409	10,723	10,387	10,802	9,841	8,899	9,568

'Model 3' Projected Income Statement (General Fund-includes Waste)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - GENERAL FUND
Scenario: Model 3

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,375	9,142	9,422	10,531	11,795	13,238	14,886	15,350	15,828	16,322	16,830	17,355
User Charges & Fees	4,669	3,221	4,163	4,287	4,416	4,549	4,685	4,826	4,970	5,119	5,273	5,431
Interest & Investment Revenue	599	443	0	305	287	374	383	388	410	444	477	568
Other Revenues	415	473	478	493	507	523	538	554	571	588	606	624
Grants & Contributions provided for Operating Purposes	3,525	5,355	5,724	5,352	5,667	5,824	6,025	6,191	6,362	6,538	6,720	6,907
Grants & Contributions provided for Capital Purposes	3,150	900	1,069	644	769	790	693	827	728	867	765	784
Other Income:												
Net gains from the disposal of assets	73	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	20,806	19,535	20,856	21,612	23,442	25,298	27,211	28,136	28,870	29,879	30,671	31,669
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,531	7,756	7,289	7,393	7,577	7,695	7,885	8,080	8,279	8,486	8,698	8,916
Borrowing Costs	468	427	448	486	529	537	497	452	405	356	305	261
Materials & Contracts	9,247	6,564	6,986	7,134	7,327	7,525	7,728	7,937	8,152	8,372	8,599	8,831
Depreciation & Amortisation	7,300	7,931	7,262	7,335	7,408	7,482	7,557	7,632	7,709	7,786	7,864	7,942
Other Expenses	2,396	2,467	2,563	2,678	2,646	2,688	2,836	2,924	2,919	2,987	3,102	3,108
Total Expenses from Continuing Operations	26,942	25,146	24,549	25,027	25,486	25,926	26,503	27,025	27,463	27,987	28,568	29,058
Operating Result from Continuing Operations	(6,136)	(5,611)	(3,693)	(3,415)	(2,044)	(629)	707	1,112	1,407	1,892	2,104	2,611
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(6,136)	(5,611)	(3,693)	(3,415)	(2,044)	(629)	707	1,112	1,407	1,892	2,104	2,611
Net Operating Result before Grants and Contributions provided for Capital Purposes	(9,286)	(6,511)	(4,762)	(4,059)	(2,813)	(1,419)	14	284	678	1,025	1,339	1,827

'Model 3' Projected Balance Sheet (General Fund-includes Waste)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - GENERAL FUND
Scenario: Model 3

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,020	4,810	3,742	2,985	2,018	1,072	2,012	1,678	3,423	3,936	5,576	9,007
Investments	6,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100
Receivables	4,748	4,664	4,731	4,849	4,984	5,124	5,337	5,474	5,687	5,860	6,088	6,386
Inventories	252	248	260	266	273	280	288	295	303	311	319	328
Other	12	37	39	40	40	41	43	44	45	46	47	48
Total Current Assets	13,132	13,859	12,873	12,240	11,415	10,617	11,780	11,592	13,558	14,254	16,131	19,869
Non-Current Assets												
Investments	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Receivables	12	619	622	646	722	809	840	866	819	768	792	816
Infrastructure, Property, Plant & Equipment	438,808	434,694	433,402	432,086	431,251	430,108	428,378	428,339	426,453	426,290	425,177	422,650
Investment Property	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Total Non-Current Assets	440,744	439,237	437,948	436,655	435,896	434,841	433,142	433,128	431,196	430,981	429,892	427,390
TOTAL ASSETS	453,876	453,096	450,821	448,895	447,311	445,458	444,921	444,720	444,754	445,235	446,023	447,259
LIABILITIES												
Current Liabilities												
Payables	2,440	2,623	2,699	2,542	2,604	2,646	2,710	2,749	2,775	2,813	2,860	2,893
Borrowings	174	660	853	1,101	1,267	1,307	1,352	1,399	1,448	1,364	1,408	950
Provisions	2,784	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779	2,779
Total Current Liabilities	5,398	6,061	6,332	6,423	6,650	6,733	6,841	6,927	7,003	6,956	7,047	6,622
Non-Current Liabilities												
Borrowings	4,776	8,939	10,085	11,484	11,717	10,410	9,058	7,659	6,211	4,847	3,439	2,489
Provisions	689	694	694	694	694	694	694	694	694	694	694	694
Total Non-Current Liabilities	5,465	9,633	10,779	12,178	12,411	11,104	9,751	8,352	6,904	5,541	4,133	3,183
TOTAL LIABILITIES	10,863	15,694	17,111	18,601	19,061	17,836	16,592	15,279	13,907	12,496	11,180	9,805
Net Assets	443,013	437,402	433,709	430,294	428,250	427,621	428,329	429,440	430,847	432,739	434,843	437,454
EQUITY												
Retained Earnings	235,648	230,037	226,344	222,929	220,885	220,256	220,964	222,075	223,482	225,374	227,478	230,089
Revaluation Reserves	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365	207,365
Council Equity Interest	443,013	437,402	433,709	430,294	428,250	427,621	428,329	429,440	430,847	432,739	434,843	437,454
Total Equity	443,013	437,402	433,709	430,294	428,250	427,621	428,329	429,440	430,847	432,739	434,843	437,454

'Model 3' Projected Cash Flow Statement (General Fund-includes Waste)

Bellingh Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Model 3

	Actuals	Current Year	Projected Years									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	8,954	9,418	10,506	11,713	13,145	14,854	15,322	15,879	16,376	16,805	17,329
User Charges & Fees	-	3,151	4,101	4,279	4,408	4,540	4,676	4,816	4,961	5,110	5,263	5,421
Interest & Investment Revenue Received	-	232	48	301	286	370	304	391	334	414	399	426
Grants & Contributions	-	6,255	6,793	5,996	6,436	6,614	6,718	7,018	7,090	7,405	7,485	7,691
Other	-	396	437	406	407	424	440	434	450	461	477	490
Payments:												
Employee Benefits & On-Costs	-	(7,699)	(7,306)	(7,644)	(7,577)	(7,695)	(7,885)	(8,080)	(8,279)	(8,486)	(8,698)	(8,916)
Materials & Contracts	-	(6,523)	(6,948)	(7,094)	(7,300)	(7,489)	(7,674)	(7,891)	(8,117)	(8,327)	(8,546)	(8,793)
Borrowing Costs	-	(343)	(423)	(456)	(522)	(560)	(521)	(477)	(431)	(382)	(330)	(286)
Other	-	(2,467)	(2,563)	(2,678)	(2,646)	(2,688)	(2,836)	(2,924)	(2,919)	(2,987)	(3,102)	(3,108)
Net Cash provided (or used in) Operating Activities	-	1,955	3,557	3,615	5,206	6,660	8,075	8,611	8,967	9,584	9,753	10,255
Cash Flows from Investing Activities												
Receipts:												
Sale of Infrastructure, Property, Plant & Equipment	-	724	185	583	396	528	458	1	629	1,095	975	363
Deferred Debtors Receipts	-	4	4	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,541)	(6,155)	(6,601)	(6,969)	(6,867)	(6,285)	(7,594)	(6,452)	(8,717)	(7,725)	(5,779)
Net Cash provided (or used in) Investing Activities	-	(3,813)	(5,966)	(6,018)	(6,573)	(6,339)	(5,827)	(7,593)	(5,823)	(7,622)	(6,750)	(5,416)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	4,850	2,000	2,500	1,500	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(202)	(660)	(853)	(1,101)	(1,267)	(1,307)	(1,352)	(1,399)	(1,448)	(1,364)	(1,408)
Net Cash Flow provided (used in) Financing Activities	-	4,648	1,340	1,647	399	(1,267)	(1,307)	(1,352)	(1,399)	(1,448)	(1,364)	(1,408)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,790	(1,068)	(757)	(968)	(946)	941	(334)	1,745	513	1,639	3,431
plus: Cash, Cash Equivalents & Investments - beginning of year	-	2,020	4,810	3,742	2,985	2,018	1,072	2,012	1,678	3,423	3,936	5,576
Cash & Cash Equivalents - end of the year	-	4,810	3,742	2,985	2,018	1,072	2,012	1,678	3,423	3,936	5,576	9,007
Cash & Cash Equivalents - end of the year	2,020	4,810	3,742	2,985	2,018	1,072	2,012	1,678	3,423	3,936	5,576	9,007
Investments - end of the year	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Cash, Cash Equivalents & Investments - end of the year	8,120	10,910	9,842	9,085	8,118	7,172	8,112	7,778	9,523	10,036	11,676	15,107